



# Diversity + Inclusion at Impala

[getimpala.com](https://getimpala.com)

We focus on diversity and inclusion at Impala because we believe that, as a company, we can legitimately help change systemic and endemic societal problems.

This is a huge challenge. One which cannot be overcome overnight. By the same token, it isn't something we can accomplish alone, but we understand and embrace the fact that it has to start somewhere and that we are in a position to take this first grassroots step.

As such we're focussing on building a long term and meaningful approach to diversity and inclusion, going beyond surface-level, 'quick win' thoughts and actions. We're in this for the long haul.

In that same vein, Impala rejects a traditional 'business' mindset to addressing this particular topic. We don't measure it against typical business tropes such as ROI, 'sustainability' and other metrics. This is about real human experience, which is worth much, much more than all that.

Here are our existing tools  
for promoting diversity and  
inclusion at Impala.



01  
Internal  
Processes



02  
Hiring

## 01 1. INTERNAL PROCESS



We have a Diversity and Inclusion Policy

The Impala team is laser focussed on ensuring that our commitment to diversity is never left on 'set and forget' or 'ticked off' as done. This policy is designed to help us anchor and align decisions and actions, as we build up D&I from the ground up.



We have a dedicated (and very generous) D&I budget

We plan to use this in a way that will help offer meaningful and grassroots solutions to diversity + inclusion issues. We don't want to do something easy and surface level, which provides only a band-aid solution to make us feel good.



## We run a D&I Census

We track and celebrate our diversity across key diversity dimensions. We also take things a step further by measuring inclusion as a vital part of that - to make sure that internal tracking and accountability are habits, not afterthoughts.



## We have D&I Reps

We have two dedicated D&I reps at Impala. They act as dedicated touchstones for concerns, suggestions, feedback or simply just musings around diversity and/or inclusion.



## We take Impala's 'Inclusion Pulse' in every quarterly survey

This is a deep-dive survey digging into lived experiences. We want to hear qualitative stories about what people like and how Impala could be doing more to foster a culture of internal and external inclusion. This is such a complex construct and we think it deserves to live outside of just a quantitative measure. Taking the company pulse also ensures we avoid thinking of something as 'done' or 'not done', and are constantly striving to do more.



We operate a 'Travel with a partner' policy

Our 'travel with a partner' policy offers the opportunity to bring a travel partner with you on work trips. We do this so that parents, couples or other vitally important support networks can accompany you across the world. It doesn't matter whether this is for emotional, physical or moral support, or simply so that you can share the unique experiences that come from working in the travel tech sector.



We take a coping and recovery 'pledge'

We have a coping and recovery pledge: **"At Impala we expect people to give 100% when we need them, and in return we'll give them 100% when they need us"**. We're committed to providing structures which help our team cope at work if and when they or a loved one are going through physical, emotional or mental health issues. We work with them to create a tailored approach to coping and recovery to support them in any way we can.





We recognise that loved ones are important

Our '**Loved Ones Budget**' allows remote workers to foster relationships outside of work. All remote Impalans have £750 per year to essentially visit their friends, family or any other loved ones, wherever that may be, no matter how near or far from home you live.



We are a remote-first company

The freedom to control where you live, work and grow is a central pillar of our inclusion policy. We believe that nobody should be excluded from joining our community simply because they want to or need to be based in a certain locale. But even further than that, not being restricted to hiring people only based in London allows us to identify and hire candidates from richer, more diverse backgrounds. That's why we allow Impalans to work from anywhere in Europe, provide budgets to help them set up their home office or join a local shared workspace. We make sure our team don't have to spend any time or resource on relocating or commuting, allowing them to focus more on the things that truly matter to them.



## We are proactive on flexible working

While we don't offer 'core business hours' *currently*, for a myriad of reasons (at the stage we're in it would diminish work/life balance rather than improve it), we do offer various opportunities for flexible working. It is our mission to support those with outside requirements, those who like to exercise more during the day, and everyone in between. This includes:

### Extended lunch breaks

Meaning everyone is able to take longer lunches each day and make up for it later. You're free to use this time however you please (not just eating), whether you want to head to the gym, step out for a stroll, potter around the garden or spend time with the family, it's entirely up to you.

### Recess hour

Once a week, engineers have an additional hour they can take off to do, well, whatever they fancy.



Impalans are invited to sit in on Senior Staff weekly Stand-Ups on a rota basis

This is to ensure Impalans are included in what's going on at the top, and to hold senior team members accountable for knowledge sharing.



We offer the best Parental Leave we can

We offer both maternity and paternity leave above the statutory requirements.



We offer 'What great looks like' in every role and 'How I work' sessions

During their first week, new starters have a very clear session with their manager about expectations and specific role requirements. This also explains what success looks like, how to be great and how we will help you do that. The Onboarding Week also includes a 'How I work' session with a new starter and their manager. This ensures that both parties find time and space to discuss various topics pertinent to building a successful working relationship - for all parties.



## We have a clear Progression Framework

Our Progression Frameworks are designed to offer objective, fair and comparable reviews and 'levelling'. These frameworks ensure we can offer clear and consistent comms for internal promotion and progression. This also ensures that promotion opportunities are based on merit and objective skill, without exception.



## We have a clear Salary Formula and benchmarking tools

We use a Salary Formula and benchmarking tool (Option Impact) in our salary reviews, to promote fair pay, consistent for your role and 'level'. These are open and shared with everyone in the team, so everyone has equal opportunity to receive the pay rise they desire.



## We provide empowering and inclusive performance reviews

Our performance review process is designed to level the playing field and empower you to help shape your own day-to-day role and responsibilities. Our reviews encourage you and your manager to properly reflect on performance over the past 6 months, and approach the discussion like adults and without surprises or undue pressures.



We offer manager and leader training on practises on inclusive meetings

Managers and leaders receive training and support docs on creating inclusive environments within their team and encouraging people to speak up and share their opinions.



We have a dedicated D&I Slack channel

We have a slack channel dedicated to promoting and extending our internal diversity and inclusion narrative and dialogue.

We share ideas, thoughts and resources to ensure we're building a diversity, inclusive, welcoming environment together.



We organise and run inclusive social events

We seek input from fellow Impalans when organising social events, and we ensure there's always a good mix of different types of events - to cater to all personalities, tastes, preferences, and levels of extroversion.

## 2. HIRING



We spread our net wider than other businesses

Impala actively seeks out and advertises on job boards that reach a more diverse audience than just Indeed or Work in Startups. We want the best, but we also want our team to be reflectant and representative of society. We actively look for candidates of diverse backgrounds, outlooks and perspectives.



We provide training to combat unconscious bias

Every member of the Impala team who has hiring responsibilities goes through unconscious bias training to ensure a level playing field for every applicant.



We let candidates showcase their skills

Every interview we run has a skills test component, along with a written 'online application review' stage. We do this to ensure an objective judgement process and to test what actually matters.



We don't penalise anyone for having commitments

Practical tasks do not require prior prep. We appreciate that many applicants have a day job, plus they may also have family/caring commitments that prevent them from spending hours prepping for an interview. We believe passionately that this should in no way impact or influence the strength of your interview or application.



We offer a level playing field and consistent criteria

We run a scorecard system for initial interviews following distinct criteria, bespoke for each position. We also follow a consistent interview structure, to ensure that every candidate is given equal opportunity to shine and show us what they can do and how we can help.



We conduct initial interviews 'blind'

All initial interviews are done 'blind' over Zoom. Basically, we conduct interviews over video calls with the cameras turned off - so as to protect against any elements of conscious or unconscious bias from the outset.



We offer flexible interviews, not just flexible working

We offer candidates the option of breaking long interviews into 2 separate interviews, to account for parents who require childcare or others who can't take 2 hours out of their day.



Thank you