

INCLUSION, DIVERSITY, EQUITY AND ANTI-RACISM



IDEA: An action plan for Amnesty International UK

If Amnesty International UK is to thrive in the years ahead, we must become a truly anti-racist and equitable organisation, in our own community and in our campaigning. We have already started on this journey but more work is required.

This action plan sets out some of the important steps and actions in how we will become a more inclusive movement over the next strategic period. It details the actions needed in a range of key areas: People Processes; Governance; Lived Culture; Learning and Development; Data, Reporting and Infrastructure; Campaigns and Advocacy; Fundraising and Communications; and Activism and Movement Building.

Achieving the goals in the action plan will help Amnesty International UK better represent the diversity of people and communities we work for and with, and drive human rights changes that meaningfully dismantle inequality and discrimination.

Sacha Deshmukh,
CEO, Amnesty International UK
January 2022

1 IDEA Plan Introduction

Amnesty International UK has an important role to play in advocating for the rights of marginalised and oppressed people and has done so with the confidence of its members, staff and activists for the last 60 years. This has included vital research projects, partnerships, campaigns and mobilisation efforts to combat human rights abuses globally. With the launch of AIUK's 2030 strategy, our work will begin to take a more focused look at the root causes of human rights abuses and recognising that at times these are being influenced by institutionalised and systemic inequalities that impact rightsholders in different ways.

From policies that reinforce racism towards communities of colour to transphobic rhetoric in the media, we recognise that there are various and often intersecting factors at play, often entrenched in policy, culture and behaviours, that result in human rights abuses. Our work, and the ways we engage with rightsholders and partners, must reflect these nuances in human rights and as a result, we must prioritise building the necessary confidence, capacity and agency in all our people – staff, activists and leadership – to challenge and dismantle inequality wherever it manifests.

At the same time, AIUK has a responsibility to internalise this vision for human rights by creating a movement where all people – from any background – feel a strong sense of belonging and can play their part in delivering inclusive and meaningful change for rightsholders all around the world. This means taking proactive and innovative steps to make our movement more inclusive, equitable and representative of the different communities we work for, and with.

The Inclusion, Diversity, Equity and Anti-Racism (hereafter referred to as IDEA) Plan looks at focusing our resources and building competencies in our people throughout our next strategic period to ensure:



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▶ **Amnesty International UK will be a more inclusive movement, representing the diversity of people and communities we work for, and with, while winning human rights changes that dismantle inequality and discrimination**

In order to do achieve this impact, we have designed this plan to support us in delivering the following strategic vision:

An actively anti-racist and equitable movement:

- that has an inclusive and diverse leadership and supporter base
- which publishes, and is informed by, meaningful evidence and data
- where all our people feel safe, supported, and empowered to work with each other
- that campaigns, advocates and mobilises with IDEA values at the heart of our human rights work



2 Contextualising this Plan

To position AIUK – its people, spaces, and governance – to build the movement our vision statement describes, we are embedding IDEA actions across each area of the organisation – from investigating how best to structure our governance to lead this work to looking at the ways we communicate with our members and supporters. These actions are assigned to eight enabling pillars. They are:

- **People Processes**
- **Governance**
- **Lived Culture**
- **Learning and Development**
- **Data, Reporting and Infrastructure**
- **Campaigns and Advocacy**
- **Fundraising and Communications**
- **Activism and Movement Building**

The importance of delivery of this plan, and the need to ensure proper prioritisation and accountability for delivery of the different actions in each of the pillars, means that we have given responsibility for each pillar to a specific member(s) of the SMT, relating to their remit and expertise. Each of these pillars acts as an enabler for AIUK to meet its strategic vision and key priorities. While the plan’s impact and vision statements will guide our priorities till 2030, the actions set out under each pillar are to be completed over the next two to three years, as a foundation for our work to continue to build on in the longer term. As these actions have been embedded into different directorates’ business plans, success indicators for each action will be shared with stakeholders through a mid-year progress report, which will be published annually as this plan is being implemented and updated.

The IDEA plan is also designed to support the delivery of the Lived Culture aims in the Amnesty International UK

Strategy 2022-2030. In particular, this plan supports the delivery of the element within the Lived Culture enabler that relates to being an organisation that is rights-respecting, inclusive and anti-racist, which is set out below:

WE ARE RIGHTS RESPECTING, INCLUSIVE AND ANTI-RACIST: *We reflect the diverse, inclusive, and anti-racist world we are fighting for. We are rights-respecting in how we behave, communicate, and conduct our work. We are mindful of the role our power and privilege play and commit to use these to platform other voices to be recognised and heard. The experience of people who engage with us is ethical, enabling, empowering, respectful, inclusive, and anti-racist. Our work is informed by rights holders, our audiences, and other stakeholders.*

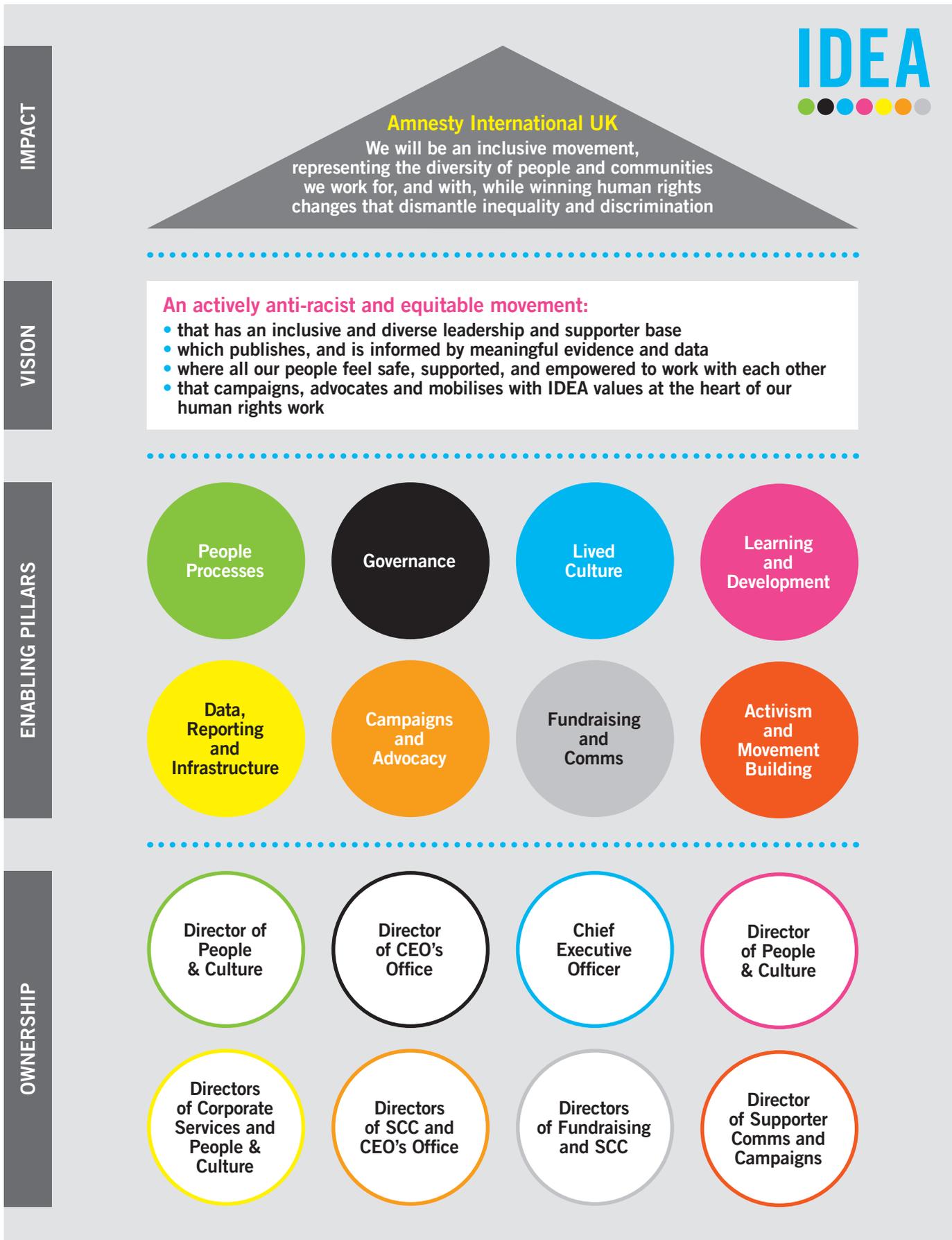
While the IDEA plan will make significant strides to further us along our journey to becoming a truly equitable and inclusive movement, we recognise our aspirations to becoming ‘anti-racist’ will be defined by what we do. Anti-racism is a continuous practice and not a set position, and while we can agree measures of success to evidence our progress in diversity, inclusion and equitable ways of working, our progress in anti-racism will always be evidenced by the ways in which we act for, engage with and respond to the world around us.

It is also important to acknowledge that Amnesty International finds its practice in international human rights law. We recognise, however, that the international legal system of human rights is a product of a world order still radically shaped by the legacies of colonialism, imperialism and racism. We will need to become increasingly attuned to these nuances as our anti-racist practice as an organisation develops.

To better understand the language of this plan, we are using the following definitions:

- **Inclusion** is about culture – actively removing barriers so that everyone feels a sense of belonging. Inclusion is our end goal. We do this by ensuring we are equitable in our approaches to recruiting, supporting and developing people.
- **Diversity** is about people; a way of describing difference of identity, lived experiences, expertise and opinions. It is not an active function.
- **Equity** is about recognising people have different access needs, privileges and power in different spaces and making adjustments in how we work to ensure everyone has a level playing field.
- **Anti-racism** is the process of actively challenging and dismantling racist behaviours, practices and structures. Anti-racism is a verb – it is defined through action and not declaration.
- **Rights holder:** All people (individuals and groups) whose human rights have been or are at risk of being violated, upon whom a decision or process may impact.

3 IDEA Plan Overview and Enabling Pillars



▶ 4 Actions under each Enabling Pillar

IDEA actions relating to People Processes

AIM: Improve our people processes to reflect best practice in IDEA and apply them consistently with staff and volunteers (and where appropriate, across the wider movement).

1. Create an intersectional staff committee with accompanying clear and focused terms of reference (including those of diversity staff groups).
2. Develop and agree specific and transparent targets for diversity of staff at AIUK as a whole and in senior management levels informed by people data and external benchmarking; to be published internally and externally with annual progress updates (see related action in data, reporting and infrastructure strand).
3. Strengthen our recruitment & selection methodologies and processes, with the aim of increasing diversity of applicants and creation of entry level opportunities to support access and delivery of the IDEA targets.
4. Review all HR policies including code of conduct, systems and practice and guidance on processes to reflect good practice, updated value/behaviours ensuring that no groups are disproportionately impacted by their application.
5. Review and improve quality of current support/ counselling provision ensuring appropriate support is place for people who have experienced trauma in the workplace for example as a result of discrimination or job role.
6. Develop and strengthen mechanisms for resolving complaints and concerns, including microaggressions
7. Ensure an equitable approach in supporting career progression of minoritised staff (particularly at more junior levels) as part of our wider People & Culture learning and development approach.
8. Standardise onboarding for all AIUK people, incorporating IDEA learning and training
9. Develop and publish an AIUK accessibility framework following audit of existing systems through the lens of accessibility and disability inclusion, making improvements in line with recommendations.
10. Update the policies/approach on how we engage with volunteers (including policies of non-payment, as well as recruitment) to reflect best practice in IDEA.
11. Create a mental health package with resources, signposting and support available.

IDEA actions relating to Governance

AIM: Strengthen our governance information and structures to ensure effective direction on, and accountability for, IDEA outcome delivery

1. Review the terms of reference of the boards and movements' relevant committees to reflect proper oversight of IDEA outcomes and relationship between this sub-committee and the full boards on IDEA governance responsibilities
2. Define the data and information, and accompanying mechanisms and frequency, the sub-committee and full boards requires for meaningful oversight and accountability and ensure resulting information flows into the committee (in part dependent on actions in the data, reporting & infrastructure pillar below).
3. Publish a mid-year and end-year progress report on IDEA actions across each enabling pillar
4. Agree improved transparency of publication of data relating to IDEA in key governance publications (e.g. in the Annual Report, in governance sections of the website); such as the publication in easily accessible public forums of our annual pay gap reporting on race and ethnicity and gender
5. Update boards induction training for new members to include relevant training on equity, inclusion and anti-racism
6. Update board annual training to include suitable refreshers/updates on relevant training on equity, inclusion and anti-racism
7. Review and update Articles of Association and other governance documentation to assess/remove any barriers to inclusive and rightsholder participation
8. Introduce IDEA impact assessments to AGM motions and resolutions

IDEA actions relating to Lived Culture

AIM: Lead on delivering our lived culture ambitions, ensuring that the way we work together to win human rights victories reflect and embed IDEA aspirations

1. Adopt a recognised good practice approach to language relating to inclusion, equity and anti-racism and cascade across the organisation.
2. Define organisational values and behaviours to reflect IDEA commitments and ambitions
3. Embed new values and behaviours framework into performance management and accountability mechanisms
4. Develop an IDEA impact assessment approach (including guidance and support) to be applied to internal decision making, campaigning, communications, and other core organisational functions.

IDEA actions relating to Learning and Development

AIM: Create and prioritise learning opportunities that build and develop our people's capacities, confidence and agency to understand and live out IDEA values and interventions

1. Develop and deliver a core learning offer for equity, diversity and inclusion including learning on individual behaviour, allyship and inclusive practice
2. Develop a 'lunch and learn' programme of events and other initiatives aimed at building awareness, understanding and action of IDEA issues and good practice.
3. Audit existing e-learning products through the lens of accessibility and inclusion.
4. Ensure equitable access to development opportunities for our minoritised staff (particularly at more junior levels) as part of our wider People and Culture learning and development activities.
5. Explore options and implement a good practice approach for mentoring and sponsorship opportunities for minoritised staff (particularly at more junior levels).

IDEA actions relating to Data, Reporting and Infrastructure

AIM: Create the tools, data capturing systems and mechanisms needed to support our practical application of inclusion; report on our progress in this space; and deliver on commitments to be transparent and held to account for progress.

1. Strengthen reporting mechanisms, information flows, accessibility and transparency of people related data (e.g. recruitment, grievances, conduct, workforce data) to enable us to promptly identify trends and take remedial action while any groups are shown to be disproportionately affected.
2. Publish annual pay gap reports on race, gender and any other groups where it is statistically feasible to do so.
3. Develop an approach to survey/gather information on diversity data across the movement (e.g. staff, volunteers, members/activists and the larger group of supporters who engage directly with the trust; and publish in an easily accessible location/format (which would be accessible to staff, boards, activists and other stakeholders).
4. Review and update existing procurement rules processes to reflect IDEA values and principles.
5. Apply the social model of disability to AIUK facilities.

IDEA actions relating to Campaigns and Advocacy

AIM: Focus campaign and advocacy planning to address root causes of inequality through our work and partner with rightsholders in mutually reinforcing, equal partnerships.

1. Develop an anti-racism approach and aims for AIUK to embed in campaigns and advocacy work and implement actions.
2. Develop a standard approach to give platform to, and amplify the voices of, rightsholders in our advocacy and campaigns work.

IDEA actions relating to Fundraising and Communications

AIM: Adopt a more inclusive and accessible style of communicating with our activists, members and supporters and undertake work to decolonise our fundraising methods and processes.

1. Develop improved guidance for public-facing teams (such as SCT, Tele-fundraising and Digital) in dealing with racist and other discriminatory comments.
2. Maintain and update the overarching fundraising case for support to ensure it supports the development of effective fundraising communications that are inclusive and respect the rightsholders we work for and with.
3. Audit AIUK website to ensure a diversity of the people we work for and with are increasingly represented in imagery and content.
4. Update communications principles and guidelines to ensure IDEA commitments are clear. To support this, we may want to audit some of our key campaigns and communications from the recent past, to understand where AIUK could, or has, either reinforced, or been most clear in aiming to dismantle, systems of racism and oppression.
5. Design and implement an approach that ensures media spokespeople are representative of the various lived experiences relating to our work.
6. Investigate agreeing an approach to audit fundraising and communications messaging to ensure they reflect IDEA values.
7. Review our due diligence on potential funders regarding source of wealth.
8. Review how we work with global south sections in an equitable way, where their work may be funded by AIUK external funders.
9. Identify geographic and key identity characteristic under-representation within AIUK's financial supporter base and identify scope to improve and develop targets and plans that might achieve this (assumed from 2023 onwards) whilst maintaining reasonable fundraising efficiencies.
10. Manage the physical retail environment to ensure accessibility and inclusivity of customers in all shops.

IDEA actions relating to Activism and Movement Building

AIM: Adopt an approach that builds, resources and develops grassroots and community led activism to deliver human rights changes.

1. Agree targets for increased diversity in our lead activist and movement representative roles.
2. Develop a plan to roll out IDEA-related learning interventions and resources to activist and other movement representatives.
3. Update policies/practices relating to the recruitment, renewal/re-appointment and training of activists in key roles (eg country coordinators and other movement representatives chairing committees) to reflect best practice in IDEA and the delivery of Action 1.
4. Update the activist code of conduct to better reflect IDEA values and agree an accountability mechanism for activists to adhere to.
5. Agree an approach for recruiting and supporting artists, influencers and other high-profile representatives who reflect IDEA values and movement priorities.
6. Reflect and embed IDEA principles in sourcing and establishing partnerships with other organisations and community groups.