'Good people
Doing good things,
Who cannot do
bad things'

An Inquiry into institutional racism at Amnesty International UK

Authors: Global HPO - June 2022

Global HPO Ltd
High Performing Organisations

GHPO FORWARD

We would like to begin by thanking the entire Amnesty International UK (AIUK) community for their engagement in the process of this Inquiry. In particular, those who gave testimony accounts and contributed so much to our understanding of the issues, operations, unique perspectives and frailties of such a significant organisation in the UK and internationally that fights to protect Human Rights around the world.

We acknowledge that those at AIUK commit themselves in many ways unstintingly to help others trying to make the world a better place. However as a leader in the field of human rights AIUK should be a beacon in the areas it finds itself grappling with and be a community that we can all aspire to join.

We hope that the work we have engaged in with them over the past 8 months provides them with a better way forward and will find them in years to come reflective of the world they work so hard to enable us to become.

Some of what is written here may surprise and or shock readers and therefore some might find the contents difficult or uncomfortable reading.

GHPO has anonymised all direct quotes and testimonies as far as is reasonably practicable. However readers should be reminded that where they have obtained direct knowledge of an individual's identity in their capacity as an employee, volunteer Board, Trustee or Committee representative at Amnesty and believe they recognise references, that information is strictly confidential and must not be disclosed in any circumstances.

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Acronyms & Terms

AIUK	Amnesty International UK
EDI	Equality, Diversity and Inclusion
LO	Learning Organisation
EI	Emotional Intelligence
EIA	Equality Impact Assessment
SMT	Senior Management Team (Operational Executive)
LT	Leadership Team (Tier below SMT)
HR	Human Resources
OD	Organisational Development
HRAC	Human Rights Action Centre
HRSC	Human Resources Sub-Committee
IDEA Plan	Inclusion, Diversity, Equity Anti-Racism Plan
AIS	Amnesty International Secretariat

'**GOOD PEOPLE DOING GOOD THINGS, WHO CANNOT DO BAD THINGS**'

INTRODUCTION

Who is Amnesty International UK (AIUK)?

Amnesty International was established in 1961 in the UK by lawyer Peter Benenson. Amnesty International UK is part of a global movement with over 10 million members and the UK branch – AIUK - 95,000 members and 105,000 regular supporters.   It is a highly respected and well recognised organisation, with a well deserved reputation for high quality research and a strong evidence base in the delivery of its campaigns.

It is undoubtedly true that AIUK is doing exceptionally good work around the world protecting the human rights of communities and individuals. It is also true that the staff are enthusiastic and passionate people, experts in their field, who deliver the high quality of work that AIUK is known for.

There was, however, a feeling that came through in the testimonies and focus group discussions, that AIUK is full of *'good people doing good things and who therefore cannot be doing bad things'.* This perception fed into the notion that racism and inequality internally couldn't be as bad as all that, and therefore race equality work had not been given sufficient priority or was demoted when it decided that there were more pressing issues.

On 20th April 2021 'The Guardian' Newspaper published the following:

'Amnesty International has a culture of white privilege with incidents of overt racism including senior staff using the N-word and micro-aggressive behaviour such as the touching of black colleagues' hair, according to an internal review into its secretariat.

It came as eight current and former employees of Amnesty International UK (AIUK) described their own experiences of racial discrimination and issued a statement calling on senior figures to stand down.

One of the whistle-blowers, ………..said: "We joined Amnesty hoping to campaign against human rights abuses but were instead let down through realising that the organisation actually helped perpetuate them…''

Staff at AIUK ……..made claims of racial discrimination, telling the Guardian there were similarities between their experiences and the culture at the international secretariat. They described feeling "dehumanised" over their race and ethnicity over a number of years, with some reporting official grievances.

In a joint statement, two current and six former employees of AIUK called for the director, senior management team and board to resign, claiming the leadership "knowingly upheld racism and actively harmed staff from ethnic minority backgrounds'.

They '*claimed that minority ethnic staff were overlooked for promotions, with pay reviews consistently favouring high-earning white senior leaders. …….'*

'*Working for AIUK destroyed my self confidence, my belief in my capabilities. I didn't think I was skilled enough to do my job, that any organisation would hire me, let alone promote me, and I suffered from ongoing depression and anxiety…..*'

Background

History of Equality and Diversity initiatives within AIUK: A Sorry Tale

We were told that there had been some work done internally around issues of Equality and Diversity prior to 2016; none however seemed to have had any lasting impact.

In December 2016 a 'week-long workshop' on Equality and Diversity organised by an employee who was the Equality and Diversity Unite Union representative, with the support of the Corporate Services Director, the intention being to kick-start equality and diversity work across AIUK. The Black, Asian Minority Ethnic   Staff & Volunteers Network (BAME Network), the Amnesty Women and Non Binary (AWNB) group and the LGBT (Lesbian, Gay Bi-sexual and Transgender) group were set up following this workshop.

The Equality and Diversity Tracker developed from discussions in this workshop was put forward in February 2017. The spreadsheet format lists the 62 actions together with the member of the Senior Management Team responsible for actioning the proposals. However with no organisational support or reporting mechanisms in place, very little came of these proposals.

In April 2017 this work was taken forward by the BAME Network based on the recommendations made in the recently published McGregor Smith report.[1] They put forward a detailed paper entitled, '*The Case for Action'*.

The examples below are those that 'staff members have felt comfortable to share'.

- 'Being regularly mistaken for other BAME colleagues with similar skin tone
- Negative and/or ignorant comments about fasting during Ramadan
- Hair touching without consent
- Treating Black skin, hair and/or appearance as objects of fascination
- Ignorant, dismissive or rude comments concerning BAME celebrities, politicians or events

Being left out of decisions affecting us as rights holders or our communities (Against Hate or Project Eleanor) and the subsequent time-consuming need to explain, justify and push for our inclusion, as well as to correct the mistakes that occurred due to our lack of inclusion, are subtle and unintended forms of racism in the workplace placing unnecessary burdens and stress on BAME staff.'

The case for action makes a number makes a number of recommendations to progress the work on race equality in the workplace. The recommendations were grouped into four categories; leadership recruitment, diversity data and targets, career progression, networking and culture.

Recommendations included setting aspirational recruitment targets to measure progress towards improving BAME representation at more senior levels and Board level. Data

presented in this paper shows that racial diversity of employees decreased significantly at more senior levels at AIUK. The report notes that *'Nearly 1 in 2 Volunteers based at HRAC[2] are of a BAME background, over 1 in 5 Grade B and C staff are from a BAME background, 1 in 10 Grade D staff members and there no Grade E BAME staff'*.

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[12] Race in the Workplace: The McGregor Smith Review, published by the Department for Business February 2017

[2] Human Rights Action Centre – AIUK main office in London

The submission noted that 17.7% of staff who had disclosed their ethnicity were from a BAME background. It was proposed that aspirational targets to improve racial diversity should be developed, based on the demographics of the area where the HRAC and where most AIUK staff are based. The report noted that 40.6% of the working age population in London is from a BAME background.

A second recommendation was that mandatory unconscious bias training should be rolled out across staff and Board members. This was also a recommendation coming out of the McGregor Smith report.

In response, a detailed Equality and Diversity Action Plan was drafted by the Corporate Services Director and considered by the SMT at their meeting in June 2017. The plan addressed many of the recommendations put forward in the BAME Network paper and some were timetabled for action, including 'Unconscious Bias' training for all staff. The plan was approved by the Human Resources Sub Committee of the Board (HRSC) at their meeting in June 2017.

Following the submission of the 'Case for Action ' the BAME Network launched its own education campaign on Equality and Diversity and Inclusion to fill the gaps.

AIUK had never celebrated or marked EDI events internally before 2017. Core members of the BAME Network set up events for LGBT History Month, International Women's Day, and for Black History Month in 2017, 2018, 2019 and 2020.

These included leaflet desk drops to start the month, writing blog posts, running workshops, lunchtime events about famous Black British women, speaker events, film screenings

Some were internal and some included external attendees, e.g. the' Get Out' film screening and Black British Filmmakers talk, which was in terms of numbers of attendees AIUK's most successful external event, getting people from the local community through the doors of the Human Rights Action Centre.

The Amnesty Women and Non-Binary Group took part in some events, especially around Black British Women. The LGBT+ Group organised events around famous Queer Black figures, including a film screening.

In December 2017 an external consultancy, The Diversity Partnership, was appointed to progress work on equality and diversity in AIUK. The Partnership carried out an EDI review, which included an employee satisfaction survey, (47 responses), interviews (43), and a review of policies and equality data. Confidential findings[3] and recommendations for change were presented in March 2018.

''Findings included:

- *Low representation of some groups at SMT and LT level*

- *Low awareness of what key E D and I issues are and what organisation needs to do to address these*

- *The EDI policy makes reference to the Equality Action Plan, assigns roles and responsibilities throughout the organisation- but this is not reflective of reality*

- *EDI is not a consideration in the wider work being done in the organisation*

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[3] The Diversity Partnership: AIUK EDI Confidential Report March 2018 (PowerPoint Presentation)

- *No EDI expertise in SMT or LT*

Recommendations included:

- *Put in place a clear EDI strategy with short, medium and long-term actions to achieve this*

- *Revise the People and Culture Strategy to include EDI objectives*

- *Recruit an EDI Manager and or put in place a Diversity Steering Group/Committee to drive action*

- *In 'Our Commitments' make reference to treating others with dignity and respect and taking action to increase EDI at AIUK*

- *Inclusive leadership training for SMT and LT*

- *Unconscious bias training for the Board and all employees*

- *Dignity at Work training for all employees, for Managers include how to respond to issues/complaints*

- *Review consistency of definitions in Dignity at Work Policy ensure it is widely communicated*

- *Monitor grievances by demographic group*

- *Career progression: collect and monitor data by demographic group by Grade, promotions, performance rating (Clear View Tracking), training*

- *Be more creative in terms of development opportunities offered such as mentoring, reverse mentoring, Secondment, Acting up, shadowing, training*

The Diversity Partnership had, as can be seen above, developed a detailed set of recommendations for action, covering all the issues and more, identified by the BAME Network in their submission to SMT a year earlier. However when in May 2018 the findings and recommendations were presented to all staff for consultation, the BAME Staff and Volunteers Network was critical not only of the contents but also the timeframe for the consultation and therefore withdrew their co-operation. A particular objection to the proposals was the omission of aspirational recruitment targets to measure progress towards a more diverse and representative workforce.

A full year later in April 2019, SMT recorded that although some progress had been made against its EDI action plan, it was significantly behind target with most of the identified actions not progressed since the plan had been approved by the HRSC in July 2017. The little progress made included;

- 97% of staff received '*Unconscious Bias'* training (192 out of 198);'

- 73% of Managers received management training (44 out of 60);

- BAME Recruitment consultants had been appointed to review recruitment processes;

- The development of new recruitment policy and secondment and acting up policy;

- The paper set out a list of recommended actions for 2019 including setting 5 year aspirational targets for race, disability, with this work complete and ready to sign off at the September Boards meetings;

- Review the unconscious bias training and adapt for a 2019 rollout.

Another piece of work was commissioned from an external independent consultant which again came to nothing.

It would seem that the departure of the Corporate Services Director in December 2018 was one of the reasons that progress on the EDI action plan was derailed. Most of the actions were deferred until a new Corporate Services Director had been recruited and reviewed the plan. The new Director joined in September 2019 and throughout 2020 Section Board minutes repeatedly record the review of existing EDI activities as *'ongoing'*. This is evidence of lack of accountability at SMT and Board level for implementation and acting on an agreed program on EDI.

During this period it is clear that the relationship between the union, the BAME Network, SMT and Section Board had become very fraught, as a consequence of the Pay and Grading review but also the lack of action on EDI.

Inquiry Brief[4]

In September 2021 Amnesty International UK (AIUK) published the following:

'Call for Independent Advisers to conduct an Inquiry into racism at Amnesty International UK and advise on the transition towards becoming an anti-racist organisation

Background to and Purpose of Inquiry

Amnesty International UK (AIUK) would like to conduct a forensic examination and critical evaluation of its internal culture, in light of current and former staff members and volunteers sharing experiences of racial discrimination and of a culture of racism in the workplace at AIUK (the "Inquiry"). The purpose of the Inquiry is to enable AIUK to address the systemic issues and root out the practices that perpetuate racism.

The role of the Independent Advisers is to inform and assist AIUK in taking the necessary steps to become an anti-racist workplace and organisation. The focus of the Inquiry should be on how racism manifests itself within AIUK, including the structures and cultures which enable it, and the measures which are necessary to address it.

The investigation should produce concrete actionable recommendations to make AIUK a truly anti-racist workplace.

Of those who have shared their testimonies of racism, a disproportionate number are people who identify as Black African, Black Caribbean and mixed Black. The Inquiry must look specifically at anti-Black racism, as well as racism more widely.

AIUK sees all forms of racism and discrimination generally, and anti-Black racism specifically, as an issue of human rights, justice, accountability, wellbeing, and impact. This is an urgent and existential matter for AIUK, requiring immediate action.

Our mission requires us not only to expose and condemn racism externally, but also to root out all forms of racism from within our organisation and to ensure that our workplace culture and organisational structure supports this.

The investigation should be sensitive to other forms of oppression and discrimination that intersect with racism.

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[4] See Appendix 1 for Terms of Reference

Global HPO[5] responded to this call for independent advisors, and we were successful in our bid.

OUR APPROACH

Co-Creation

Above 'all things', our approach is not prescriptive but adaptive because success does not come through employing a 'one size fits all' methodology. We recognise that organisations, like people, are different and that difference can be enhanced to enable them to be their best. The key to the approach that we used in this commission was Co-Creation based on our experience that commitment is engendered through engagement. Those involved have to be part of the process of deciding what the best solutions are and understand clearly what is in it for them, leading to more sustainable outcomes.

Our experience over the many years working with organisations in this particular arena has demonstrated that the very best chance of success with respect to organisational commitment and sustainability of these programmes, comes when the entire organisation is engaged in the change programme and there is a shared and vested interest in its success. Structural inequality is embedded into the culture of all large institutions; therefore, the great task is to achieve the necessary shift in the organisation's cultural paradigm. This is a long and slow burning task, which will need everyone's engagement with built in 'quick wins' to energise the effort.

This approach does not take away the leadership responsibility from the most senior levels of the organisation - and in fact we are very clear about how this should be demonstrated, and our approach ensures that leaders lead and are seen to lead. However, the power of wholesale organisation – wide commitment to drive the change effort cannot be underestimated or ignored. Conversely, their power to stifle and sabotage progress also cannot be ignored if they do not believe in the drive for change.

Co-creation as we employ it is an 'Action Learning' exercise. This was particularly important for AIUK as we felt it was important to model this form of organisational learning in order to engage the entire AIUK team in the process of enquiry and then analysis and reflection. This would lead to finding solutions and most importantly, acting on those plans for change with the long term aim of organisational learning and improvement. We say more about this below.

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[5] Please see GHPO biography at Appendix 2

METHODOLOGY

Moving from institutional racism to institutional anti-racism

Institutional/systemic Racism – A definition

''Institutional racism refers to prejudicial practices and policies within institutions that result in the systematic denial of resources and opportunities to Black, Asian and Minority ethnic people. This form of discrimination is maintained by regulations, organisational guidelines or traditions of an institution''

Anti-Racism – A definition

''Anti-racism encompasses a range of ideas and political actions which are meant to counter racial prejudice, systemic racism, and the oppression of specific racial groups''

In a statement entitled ''Our commitment to anti-racism'' AIUK have stated:

''Racism is a pervasive problem. It is deep-rooted, entangled in every aspect of the world as it is today: in power structures, cultures, and institutions. Amnesty International UK is a part of this. We must be frank about this reality if we are to change it. It is something that each and every one of us must take personal responsibility to challenge. The International Board of Amnesty International have also recognised this''

The transition from an institutionally racist organisation to an anti-racist one requires unremitting and purposeful action – a combination of both radical approaches combined with underlying lower key but essential and sustained administrative processes to achieve the cultural change over time.

The Process

Phase One

We commenced this commission with a forensic document review. The aim here was to ensure that we had a pretty sound understanding of the organisation and its culture before engaging face to face. We looked at:

- Organisational processes and strategies – values, culture, business/strategic plans, organisational structure etc;
- Equity, Diversity and Inclusion -EDI- policies and approaches and any race specific initiatives;
- Management and leadership approaches;
- Governance arrangements and relevant committee reports;
- Employment policies – recruitment and selection, retention, career progression and promotion, exit, training and development, human resources or People and Culture reports and staff surveys, harassment and bullying, capability, sickness, pay gap reporting etc;
- A review of a sample of cases where racial abuse was the core of the complaint and to ascertain how they were handled;
- Review and analysis of employment ethnicity monitoring data held at AIUK, with historic reporting going back 3-5 years.

Phase Two

After an analysis of this data, we then embarked on the process of qualitative research with confidential 1-1 testimonies and focus/discussion groups. We invited all staff to these events (past, present and activists and volunteers), but had specific requests to Black and Asian staff and all people who had experienced racial discrimination/oppression and exclusion at AIUK.   We also spoke to Senior Management Team (SMT) members, Leadership Team (LT) members, Section and Trust Board members and representatives from the AIUK Trade Union shop - Unite.   In total we saw approximately 130 people, 90 of which were existing staff members and the others from the boards, activists and volunteers, and previous staff members.

Phase Three

When this was complete, we analysed the results and reported on our findings in a series of feedback sessions to which the entire staff team, volunteers/activists and Boards at AIUK were invited. We presented our findings and our evaluations/analysis, **without recommendations**. The key element of co-creation is that the organisation as a whole engages in a process to decide on the remedy and how they will implement it. We actively support this process, but we do not prescribe the solutions. Essentially, we reflected back to AIUK the issues that they had told us about and our own conclusions from our analysis of both our quantitative and our qualitative research, and we posed the challenge – what are you now going to do about this? The feedback sessions ended with Q&A and then the organisation was given two weeks to reflect on the message before the process of co-creating the solutions began.

Phase Four

The next phase of co-creation was to plan the series of organisation-wide interactive workshops to be led by the organisations leaders – SMT and LT members, to enable everyone to participate in devising solutions (which had to be risk assessed) to the results that GHPO presented at the previous feedback sessions. This is where it is important that leaders take the baton and lead their teams in an 'Action Learning' format. We had already identified that there was a major issue of lack of trust in the leadership at AIUK, and this was going to be a challenge in taking forward the co-creation action learning workshops. However, it was important that through this process some rebuilding of trust could commence and we felt that this provided an opportunity to do this. Co-creation is a very democratic process in that everyone regardless of status, is responsible for making change. There may be different roles for different teams and layers of management, but leaders do not own the change - they lead it. Ownership belongs to the whole. This model is so relevant for addressing institutional racism or discrimination because this is endemic throughout an organisation and does not sit in any one place.

In preparation for co-creation, we ran briefing sessions with AIUK leaders on how to facilitate an action learning co-creation session, in order to develop these skills within the business to lead this and any future 'action learning' needs.

Phase Five

A series of co-creation action learning workshops (13) were set up to which everyone at AIUK were invited. Approximately 140 people attended, which was a very good turnout,

despite a slow start. There were a few specific workshops for example for the Boards, and also for SMT and LT.

We attended all the co-creation sessions to generally support the events and to participate as necessary with our expertise/comments and observations. The various groups recorded their decisions on flip chart paper which we subsequently took away for analysis and to incorporate into our final report and AIUK actions . The areas for change and governance arrangements to oversee the change process were shaped during this process.

Phase Six

We believe that it is important that there is seamless dovetailing with other related programmes and approaches. Actions will need to mesh in ways that do not overburden delivery systems and processes or endanger external delivery to constituents. Some actions for change have already commenced as part of the improvement process that the organisation started in summer of 2021. Our recommendations are integrated into existing plans and priorities as far as possible.

These are:

- the AIUK Strategic Plan;
- the Inclusion, Diversity, Equity and Anti-racism - IDEA – Plan; and
- the revised People and Culture Strategy

We have strengthened and added to these as necessary from the outcomes of this Inquiry. We have also ensured that an adequate risk assessment framework is applied to the programme.

KEY FINDINGS OF THE INQUIRY

Our overarching conclusions are that:

- Amnesty International UK exhibits institutional/systemic racism;
- Equality, inclusion and anti-racism are not embedded into the DNA at AIUK; and
- The organisational culture is not inclusive

Further

- This is not acceptable for a key arm of an international human rights organisation.

An early discovery

The brief for this Inquiry stated;

'….The focus of the Inquiry should be on how racism manifests itself within AIUK, including the structures and cultures which enable it, and the measures which are necessary to address it.

The investigation should produce concrete actionable recommendations to make AIUK a truly anti-racist workplace...'

Over recent years both AIUK and the AI Secretariat have been subject to a number of investigations, reviews and inquiries – internal and external - and relating both directly and indirectly to equality and inclusion. AIUK has acknowledged that the outcome and recommendations of at least one report concerning the Amnesty International Secretariat was also directly relevant to them.

These reports and action plans were:

- Howlett Brown
- Konterra
- Girling Hughes
- The Case for Action BAME Network on the McGregor Smith Report
- AIUK Equality and Diversity Action Plan
- The Diversity Partnership – Confidential EDI Report
- Moments of Resolution Report
- Inclusion, Diversity, Equity and Anti-racism Plan (IDEA)
- Review of Grievance Procedure and process at AIUK

The most recent report was the Moments of Resolution review which led to the creation of the IDEA equality plan. This plan, along with the BAME Network's Case for Action Report, Howlett Brown Report and The Diversity Partnership Report, contained recommendations - some more detailed than others – about what the organisation needed to do to remedy inequality and achieve anti-racism. So it became very clear to us very early on that this commission could not just produce a review and list of recommendations, because AIUK had already had this set out on a number of occasions but had not responded/acted consistently on any of them. We were determined not to add to the library of unactioned EDI reports at AIUK. No, the question for us was why AIUK had not addressed this issue when they have had the road map set out for them a number of times.

It is not unusual for organisations to commission organisational reviews and receive recommendations for EDI and not action them. In our experience, it is also not unusual to find systemic racism in all kinds of institutions in the UK, after all an organisation is just a

microcosm of its external environment. It will be there if you don't excavate it!! As the brief for this Inquiry stated:

'AIUK sees all forms of racism and discrimination generally, and anti-Black racism specifically, as an issue of human rights, justice, accountability, wellbeing, and impact. This is an urgent and existential matter for AIUK, requiring immediate action. Our mission requires us not only to expose and condemn racism externally, but also to root out all forms of racism from within our organisation and to ensure that our workplace culture and organisational structure supports this.'

The stated mission of Amnesty International is to Campaign

'for a world in which every person enjoys all of the human rights enshrined in the Universal Declaration of Human Rights and other international human rights instruments'

and AIUK states that:

 'the 30 articles of the Universal Declaration of Human Rights form the foundation of all we do and drives all our work'

Article One and Two of the Universal Declaration of Human Rights are specifically about equality and anti-discrimination.

Article One

All human beings are born free and equal in dignity and rights. They are endowed with reason and conscience and should act towards one another in a spirit of brotherhood.

Article Two

Everyone is entitled to all the rights and freedoms set forth in this Declaration, without distinction of any kind, such as race, colour, sex, language, religion, political or other opinion, national or social origin, property, birth or other status....

It is indefensible that the world's leading human rights organisation would not be practising internally what it preached externally. Additionally we did not expect to find an organisation like AIUK exhibiting such immaturity in its approach. AIUK should be a beacon forging ahead and exemplifying the route to institutional anti-racism for other organisations to emulate.

Our focus was on identifying those elements of organisational culture and the structures underpinning that culture that contributed to this lack of action to deliver change. These were identified through our research and the co - creation process.

Key Messages from Co-Creation[6]

All participants to co-creation undertook a visioning exercise looking at what they want the AIUK culture to look and feel like by 2025. This produced the following:

- Equity and inclusion in the workplace;
- A welcoming and happy place to work;
- Professional management;
- A safe place to work;
- Consistency and transparency across the organisation and in its external communications;
- Organisational and individual learning;
- Accountability

Three major themes emerged:

- **Culture**
- **Lack of organisational infrastructure**
- **AIUK needs to learn how to learn**

[6] For detail see p83

KEY THEMES FROM THE INQUIRY

CULTURE

History, Myths and Legends

In a speech to the London School of Economics in May 2018 Salil Shetty, then Secretary General of Amnesty International said the following:

'Human rights in the last one-and-a-half centuries were ….. always linked to the project of colonisation itself…. colonialism and early, modern-day human rights fed upon each other….. in Africa, Makau Mutua could express his horror at the way modern human rights struggles seem to echo rather too loudly the annoying portrait of "savages, victims and saviours"….. colonialism itself interacted closely with notions such as barbarism, and salvation from barbarism…. Fast forward to this current moment in history. It is clear that the early symbiotic relationship…… between colonialism and human rights still casts a long shadow over current understandings of human rights'

He went on to espouse:

…….'*That's the current legacy of colonialism and coloniality on human rights. Yet I would argue that it is a limited and misleading narrative. I believe that understanding the colonial aspect of the institution of human rights does offer some insights, but is no way nearly the most important part of the story….'*

As 'limited and misleading' as that narrative may possibly be - it is powerfully held at AIUK. The words we heard most in describing the organisation during the testimony and focus group discussions were 'white saviour and colonialist'. The other adjectives used were 'middle class and privileged'. And again there is a strong perception that this is the case evidenced by the AIUK People and Culture team recently deciding to measure the recruitment outcomes for people from different types of schools - schools being a proxy for class – to determine if the commonly held view of over-representation of people from privileged middle class backgrounds is indeed a true recruitment pattern at AIUK – we say more about this below. Interestingly in the same speech on The Decolonisation of Human Rights Salil Shetty noted:

'…we have long seen the domination of the human rights infrastructure by the elites'.

Our view is that 'white saviour, middle class and privileged' is a perception that forms an important part of the AIUK narrative about its history and legacy. A perception that has not been addressed and as such manifests in the negative cultural paradigm of exclusion and racism at AIUK. There is a need for the impact of this legacy to be acknowledged and addressed as part of the transition to becoming anti-racist.

We identified a powerful impulse of protectionism in the organisation that was revealed in many aspects of organisational function and delivery. But in this case the urge to protect the brand, and to maintain the excellent reputation of the organisation – which in itself is not a bad thing - becomes toxic when it 'tip   toes' around a negative connotation and leaves it to furtively gnaw its way into the organisational culture – unaddressed and uncontrolled. AIUK needs to learn to 'own' its history and stories – good and bad – especially bad. It needs to acknowledge them, reflect and learn from them and build on that learning to address the narrative and develop new approaches that reflect positive and welcome change.

More on Protectionism at AIUK

We observed that whenever there is a crisis or negative media coverage the need to protect the brand and reputation comes to the fore. As stated above, this is not necessarily a bad thing, but when it comes at the expense of genuinely addressing damaging stories and histories, it may be. We heard many reports during the testimony and focus group sessions of bold statements being made, promises to change, yet no follow through. One such comment was:

 '*The making of promises and not following through is a major issue - collapse in trust that came with that led to a lot of frustration. This was catastrophic for certain relationships in the organisation'.*

We found that complaints about racial inequality and racist bullying had been made to senior management from 2017 onwards. Meetings between senior leadership and the BAME Network to address these issues had not resulted in any tangible change[7].

Promises made that are not honoured renders that communication inauthentic – journalistic spin or propaganda – and that is far more damaging to an organisation's reputation in the longer term than any crisis or adverse report when handled properly.

The protectionist impulse at AIUK also filters into how teams work alongside each other. There were many reports of individual teams defending and protecting their work and approaches, to the extent that comment or challenge from other teams or other quarters would be met with hostility. This feeds into the 'elitist and expert' notion of the nature of working practices and also encourages the 'silo' working culture that was described to us. Importantly, this also hampers learning, because such a closed approach to working is an anathema to sharing and seeking other views/perspectives and indeed to admitting in appropriate circumstances ' I don't know'…

A quote from a staff member:

'people are expected to know and if you don't know you can be dismissed it's not a very supportive environment.'

The fear of negative associations with the brand results in organisational fragility and dysfunctionality in so far as it relates to myopic working practices, mistrust and bullying.

Activism Operating Internally at AIUK

It is not surprising that we found that activism and campaigning is a marked feature of the internal culture, and that the activist and campaigning nature of the organisation has shaped internal operations and relationships.

In the document 'Time for Change'[8] it states:

'our current approach to campaigning….is one which takes quite a traditional approach to creating change. We identify a winnable task, single out a key decision maker, map who influences them and roll out tactics to convince them or pressure them to implement the change we're calling for. Over the years this has brought Amnesty International much success…'

The document goes on to read *'however, over the past five years this approach has been challenging as a route to big change and many similar organisations are reviewing their*

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[7] See reference to history and background

[8] draft December 2020 AIUK

approaches to this kind of campaigning….we ..need to be exploring how we can be more innovative and challenge some of the more orthodox approaches to campaigning.'

During the course of the testimonies and focus groups it struck us that many internal issues were handled as a campaign. This was evident in how the grievance cases were handled[9] ; in our observations of the relationship between the union and senior management/Boards, also how challenges to the People and Culture team were made. We were told *'everything is a campaign'.*

In our view the 'orthodox' approach to campaigning has been embedded into the culture in a damaging way.

Campaigning is generally a reactive process...*'we identify a winnable task'.* It is also a confrontational and single minded process…*'single out a key decision maker, map who influences them and roll out tactics to convince them or pressure them to implement the change that we want'.*

There is no space made in a campaign for negotiation or collaboration or easing of the approach until the task is won. It is relentless and has worked very well for AIUK in campaigns externally. Applying the same approach to working with colleagues and teams internally creates conflict, a loss of trust and undermines the value of mutual respect which is at the seat of human rights. There is more on this below in the section on Dignity at Work.

We were also concerned that the activist nature of the culture stifled attempts at long term change programmes, particularly those affecting people and relationships. The reactive nature of campaigning and the need to be able to respond immediately to human rights crisis got in the way of implementing long term change programmes, such as on Equality, Diversity and Anti-racism.

For example, attempts to initiate EDI actions were knocked off the agenda when another issue came up, pay and grading, safeguarding etc. We were told:

' it would be '*on to the next and the anti-racism campaign was no longer that important.*'

And here lies the problem – anti-racism and EDI measures are not campaigns. To achieve cultural change requires long term commitment and sustained action and review – not crisis management. It also requires the necessary infrastructure to support change.

Dignity at Work[10]

AIUK has a culture that bullies. This was described to us on countless occasions:

'it's a horrible place to work to the point that I had a breakdown. My decisions were undermined, and I was ganged up on and the culture allowed it to happen. Amnesty speaks Truth to Power, but it eats itself'.

'we have a very judgemental culture. If you don't subscribe to the dominant narrative you're demonised…people don't feel that they can even ask questions';

'race and other protected characteristics can be weaponised; they are so paranoid about being called racist…. people are too worried about saying the wrong thing'

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[9] see below our review of these cases

[10] See our observations on Equality and Diversity Policy and Dignity at Work Policy

Bullying and the need to address it was highlighted more than any other issue in the testimonies and focus group sessions. It is important to note here that this was not just about bullying from managers to more junior staff, but also upwards from junior staff to managers and across the organisation between colleagues including volunteer activists. Protectionism and activism contributes to a culture that bullies, together with tolerance for bad and abusive behaviour. Layer institutional racism over such a culture then racist bullying (as well as other forms of bullying related to protected characteristics) is the inevitable result. It is important to note here that in the People Management Information Report for 2021 the following is highlighted:

'*Anxiety continues to account for the highest number of days lost for sick absences……The highest categories such as Anxiety, Depression and Stress – work related, tend to be longer term absences…*'

Whilst there is no link in this report to bullying as the reason for this high level of anxiety (and given the nature of the work at AIUK it is likely that there are other contributors to this), we know that bullying cultures will produce these results. It was also noted from testimonies from staff both from minoritised groups and gender based groups, that they felt their treatment had contributed to decline in their health, with some requiring medical intervention including psychological support.

In any event, this level of anxiety in the organisation presents a prima facie case for the development of a culture that embraces and exemplifies personal value, respect and dignity in the workplace.

In 2016/17 AIUK developed a 'People and Culture Strategy'. Out of this came 'Our Commitments'. The commitments are generally referred to in the organisation as 'The Four Cs'.

The four Cs are described as *'a set of common sense commitments to each other that will help us to work better together for human rights change*':

1. Communication
2. Collaboration
3. Consideration
4. Change.

There are three levels of competence assigned to each commitment – competent, skilled and leading - and for each commitment a set of questions and suggestions for development.

The document is generally well constructed, and there was an attempt to embed the commitments into everyday working - the 4C's appeared as a screen saver on everyone's computer. However, this also went by the wayside, with new members of staff having no knowledge of it. One clear observation is that the 4 Cs were developed outside of the AIUK values context and therefore do not link to expected behaviours to 'live' the organisations values. There was also no internal drive to embed the framework and for it to be maintained.

Dignity at Work is about developing an organisational culture where everyone is genuinely valued and respected. Business operations and the behaviours of the people will reflect that in all aspects. A Dignity at Work Policy will engender a culture where people feel safe – safe to air their views, make errors and apologise, and call out their grievances knowing that these will receive a respectful ear and mature response. Safe to be who they are and

to express that even when they are in a minority knowing that they are valued and respected.

An organisation that has dignity and respect embedded in the culture is a mature organisation where bullying and harassment, discrimination and other forms of offensive and humiliating behaviour are considered intolerable, and incidents are at a minimum. It is one where individuals demonstrate their respect for each other by treating others as they would like to be treated themselves. Where this results in that person taking offence, having the emotional competence and maturity to talk about the issues and resolve matters quickly and without the need to resort to official procedures, except of course if the matter is serious.

It is essential that the procedures detail expectations with respect to decent and acceptable behaviour as well as unacceptable behaviours – a Behaviours Framework, such as one would find in a Code of Conduct – and the consequences for breaches of these expectations. Everyone needs to understand these factors unequivocally in order for accountability to be established and maintained. This may seem quite prescriptive but there is a role for some rigidity in the early stages of adopting new approaches until the required behaviour is embedded and becomes second nature to the organisation. Further to this, the instruction is about respect and acceptable behaviour, some would argue that this is not a bad thing, and it will certainly help to protect the organisation from legal/tribunal proceedings for harassment under the Equality Act 2010.

A suite of training interventions covering all these issues will need to be delivered, which will include as a minimum:

- All about Dignity and Respect at AIUK - organisational policy and approaches;
- Using Emotional Intelligence at AIUK;
- Managing Dignity at Work – for Managers;
- Giving and Receiving Constructive Feedback;
- Understanding the Behaviours Framework at AIUK;
- Challenging Offensive Behaviour etc.

This list is not exhaustive but gives a flavour of the considerations for staff development to ensure that the respect agenda is delivered.

These learning interventions will need to be delivered to all staff and lead activists as well as on an on-going development and support basis, because it will not happen without explicit explanation and support, and of course empowerment from the organisation's leadership. Within this environment, agency can be established in that everyone makes choices and is therefore responsible for their actions. Training interventions and other development activities will need evaluating and monitoring for effectiveness and to ensure that AIUK's respect agenda is delivered. So dignity at work is not so much about how to use the organisation's harassment, bullying and grievance procedures - although of course it is essential that this is also understood - but more about how to reduce the need for them.

We must emphasise that it is essential that serious forms of harassment and bullying are dealt with quickly and robustly - the Behaviours Framework will define or provide examples of what these are. But the ultimate aim is zero tolerance of such behaviours.

Constructing and Delivering a Dignity at Work Policy

It starts with the organisation's values, which need to contain specific references to human dignity, equality, value and respect. For values to mean anything they have to be seen to be 'lived'. Organisational values are indelible – they will be reflected in everything that an organisation does and by everyone that works in that place -including volunteers and activists. Everyone that interacts with the organisation should 'feel' the values as undertones of the interaction.

In order for this to happen those values have to be translated into behavioural competencies that are tested at key moments in the employee journey. They are tested for at recruitment to ensure that the people who join the organisation both share and are able to demonstrate those values in the way they interact with their colleagues and the way that they deliver the job function. They are then checked again for the same outcomes in performance management and all opportunities for 360 degree or other reviews. They are tested again in promotion – both temporary and permanent. They are regularly reviewed for effectiveness which will include monitoring levels of grievance and harassment and bullying claims with the longer term objective of reduction.

But values also must be checked more widely in relation to how the organisation itself functions – its actions and interactions with external stakeholders and agents. The undertone of those values need to be reflected in policies and procedures, operational practices and approaches including critically, leadership and management approaches, and organisational structure. The development and impact of the Dignity at Work policy and processes must be regularly evaluated for effectiveness and reported through the various AIUK management tiers and ultimately to the Boards. It is also important that all staff are kept abreast of changes and impact.

Our observation is that AIUK have published a values statement, but there is no explicit set of values – see below:

"*Our Values*

We are a global movement of seven million members, supporters and activists across the world standing up for humanity and human rights. Our purpose is to protect individuals wherever justice, fairness, freedom, and truth are denied.

With these values at our heart, we have stopped torture, freed prisoners, prevented executions and saved homes."

It could be argued that the values are "*justice, fairness, freedom and truth*". However they are not explicitly stated as values and are silent on dignity . Also it is not made clear how this translates within the organisation into standards, behaviours and expectations that act as the guiding principles for AIUK, not only in terms of operational delivery but also in relation to those who work to deliver these outcomes.

Governance & Leadership

AIUK's Boards seemed overly reliant on SMT, and in particular the Director at the time, to define the boundaries of the members authority and in particular their oversight of matters to do with staff. The Section Board was frequently informed that issues regarding staff were beyond their brief and should be left to the operational executive; the SMT. This is not something the members felt able to challenge.

We were told by former and current Members/Trustees that they did rely particularly on the Director at the time with one Board member saying:

"the Director taught me all I know about being on the Board. I didn't have any previous experience of sitting on a board at that level….".

This reliance had a significant impact on the management of issues around equality, diversity and inclusion. Reporting on equality issues was in very general terms and when Board members asked for more details or information they were told that these were operational matters for SMT which were being addressed or that people raising concerns were disaffected and or malcontents.

Further evidence of this came to light when in 2017 an investigation was undertaken following what was considered to be a derogatory comment made about by the then chair concerning African countries. During the course of this investigation that was led by the Vice Chair, the BAME Network raised a number of issues concerning their treatment internally.

They provided a very cogent report that clearly outlined their concerns, detailing the issues and even making suggestions for action. Section Board members were duly incensed which resulted in them calling for action, one such action being that all complaints raised to do with discrimination should in future be formal. Previous and current board members confirmed this decision, even though a number of the current senior staff clearly indicated they had not been aware of it.

It also led to promises for action from the board that were not realised. When enquiries were made as to why things did not happen, it appears that the strategic Executive Board sought advice of the operational Executive, in this case the Director at the time, who felt that another crisis issue that had taken place regarding the safety of female member of staff, should take precedence and therefore the Board should focus its efforts on safeguarding. Consequently, the issues that had been raised by the staff, and disregarding promises for action that had been made, were, in the words of one member interviewed, "*deprioritised*."

The BAME Network was not, informed of the change in prioritisation, though it was noted that they did ask continually about what was happening about the issues raised. When the email from a former member of staff was sent to all staff, and subsequently The Guardian article was published, some Board members and Trustees expressed their shock and anger that they had not known about this and had been blindsided by something for which they were ultimately responsible for as leaders of AIUK.

More evidence came from other previous Board Members and Trustees. One of the most telling of these clearly outlined issues that GHPO were coming to a similar view on.

'….These are a few different emails I sent to the board members where I highlighted actions, incidents and concerns……

My thoughts in brief summary from these are that[11]

- *governance in Amnesty UK had struggled to challenge SLT[12]*
- *as a result, SLT members didn't really bring back substantive updates meeting to meeting, and often the same discussions might continue on with minimal progress*

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[11] This inclusion was taken from an email sent to GHPO on 14.02.22
[12] References to SLT should be read as SMT

- *board members were often under supported in gaining the skills needed to be effective (not necessarily unqualified, however found themselves on a steep learning curve without the learning) and talked over by those who had been on the board for longer when they tried (personally, I learnt lots about governance but lost a bit of self-confidence through that experience). This is also why my emails went to all board members reminding them they had equal voice*
- *Missed opportunities from the previous case…… - this incident felt very well contained within a small group [within the Board including the subject of the compliant[13]]. I don't feel the importance of this case was felt at the time, and I don't think the board were made well enough aware of what the findings from members of staff were about wider concerns in the organisation that came from the BAME group – the incident regarding [the subject of the complaint] was presented to board members more as a one-off incidence without that background.*
- *Concerns [the subject of the complaint[14]] remains involved in Amnesty leadership.*
- *Critically - concerns many/most of the same SLT members that fostered over the toxic culture are still in post[15].*

I appreciate this all mostly focuses much closer on the 'culture' rather than incidents or evidence of racism itself….

I'm pleased steps were taken following a group of activists organising and placing pressure on the previous makeup of the board almost a year ago now, although without that pressure I'm certain progress would not have been at anything like this pace. I ended up being the only previous board member who was a part of that organised group (due to knowing a few of them through my previous experience from an activist country coordinator background, and being the first ex-board member to speak out…………), and found the passion and skills of all of them to be critical in providing a measured and sensible rebuttal of what seemed like very slow commitments to taking action in a situation where live concerns were still ongoing (in my view)…….'

We also received the following which was further confirmation of what the Inquiry had uncovered and was sent the year after the above:

"Dear Board members

I wanted to write to you for a number of reasons.

*In particular I want to share with you all just one example of when I raised a particular case……[1] around concerns that a toxic culture at AIUK existed in February 2019. The actual email chains I attach in the PDF here; they are massively gut wrenching rereading them back now given what we've seen this week (Annex A and B[16]). Why this troubles me in particular is because **I've only just learnt of the email from** [previous employee][7] **to the Board and SMT on the 1st June 2019[17],** which would have been the first day both myself and [another board member colleague][1] were no longer on the board. On the 25th*

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[13] Italics and spaces inserted by GHPO to comply with GDPR and confidentiality

[14] This person resigned some time later from the Board

[15] The Director has subsequently left AIUK

[16] References social media posts by previous staff members that had comments and likes from both current and previous staff members.

[17] GHPO highlight

February you'll see I called for a deep dive to undercover *if more investigating might be needed.*

I also mentioned this verbally at the March 2019 Board meeting closed session with the same call to action, along with reading an extract of words from Annex C[4] (the penultimate and last paras if I recall correctly) a separate former AIUK colleague had sent me, but my message didn't land well enough with you all because I didn't do it justice and it's my belief it got lost in the confusion of the KonTerra media report timing. In hindsight it was unforgivable that I didn't escalate my concerns more effectively, but I trusted that (then chair) and Director[1] were the right people to turn to.

***Why this feels significant to me is because you were told that the June email from** [previous employee][7] **was an isolated case, just as I was told my February correspondence only related to one individual**[15]. I now also don't believe the Director engaged any HR staff members in the case I raised with her, and I don't know how it progressed with the HR Sub Committee. I think it was just brushed off as one individual posting on social media even though it was supported online by a number of current and former AIUK staff members. Essentially covered up.'*

  *Further evidence was …… 'also passed back to the **Director** via **the Chair**[15], but the staff member had already left AIUK at this point though and **the Director** didn't actively progress finding out more from me or that person (**they** offered to hear more, but not to be the one making the outreach).*

***You may not feel this, but I do feel there was a board culture that didn't sufficiently like when SMT were challenged by the Board, so it rarely happened**[15]. I do have some confidence it improved, but perhaps not enough. I know I didn't sufficiently challenge because I didn't have enough of the hard skills I needed at the time to land my views. **So one recommendation from me now is that steps should be taken to offer significant board member governance training to anyone elected in the future from the outset without them needing to ask for it**[15].*

*In my mind, there is categorical **evidence that the SMT were not honest with the board at the time and hid these issues from view, but we then as the Board should have demanded more**[15]. Regretfully I have doubts the current board feels sufficient collective power to hold them to account even now, which is why it's important to keep adding the voices that will and why I'm writing to you.*

This happened on my watch, our watch, and your watch. None of us did enough in hindsight. But you can still do something now.

*My heart goes out to AIUK current or past colleagues who are affected, but they rightly will not want just sympathy at this moment of time. The action they are demanding is fair and just, primarily **because it's the exact same action you would demand in their shoes**[15], or of your own employers if similar issues arose in your workplaces today. That said, I'm sorry for the role I personally played in **not holding us as a board then, and significantly the management team, to account**[15]. That's why I implore you to turn quickly to action, and to break with the SMT (Senior Management Team) to enable the Board to have its own voice on these cases around racism and a toxic culture, and crucially you and **only you** have the ability to take any action.*

Now being two years off the board and only having limited insight, I'm offering you my view as a member and someone looking from the outside in. Maybe more [has]… changed than I know, but I do not believe that I've seen enough of the behaviours required of the SMT

previously to think they will make change as a result of the article uncoverings, probably as they've known about them all along, but perhaps you haven't. If issues of a toxic environment have been known about for at least two years from when I asked for action, and was fobbed off as it being an isolated incident, that means there will undoubtedly be live issues and a toxic culture still present now, and therefore staff members at danger or fearful of speaking out. We as members, you as the board, must now be protecting them as your first priority. There is a live safeguarding concern here which I hope you'll be taking seriously.

*Lessons learnt are not good enough in isolation. And if lessons learnt are conducted or trusted to be implemented by those at the heart of the toxic culture, it undermines AIUKs position and ability to do good in the immediate short term. **That's why I am calling for the SMT be suspended immediately**[15], not unlike what happened at the IS, pending a full and proper investigation. Steps can be taken to protect the organisation like they were at the IS too.*

I know it's difficult when you also hold respect for these individuals, but it's more dangerous to let yourselves get tied up in thinking that is a fair reason to not suspend individuals. It isn't. You may be thinking about…[1] legacy here. This is equally your legacy and what you'll be remembered for too. It rests on your shoulders.

Given what is now more widely known about, I dare say you might yet find you have more to uncover even more yet sadly. Let's not forget unmentioned here [our colleague's[11]] board resignation too. They couldn't stomach the lack of progress on anti-racism, and if I was on the board now and didn't feel I could hold the SMT to account immediately, I would also now be resigning ….[7]because of my concerns around ability to be inclusive in our advertising of governance roles).

*Finally, I raised with you through two board members my concern about Board minutes being removed from the website at your last board meeting. For the sake of transparency I ask you to take a decision to get these put back up, even if it's behind the members section, but preferably back where they were publicly beforehand. It looks as if there is something to hide, and when I did eventually get the last three lots of minutes sent to me it didn't reassure me given sections had been censored in black highlighted text. I'm hardly sold on the justification I've been given for removing them ("others don't do it" - which isn't true either). **Amnesty is meant to be better than the rest**[15].*

*Please take steps, and use your voices and power. **Your role is to lead**[12] now and you all have an equal voice on the board whether you've been there less than a year or for two whole terms. Don't wait for someone else to call a meeting, or for someone else to do something. Be that someone, and if you aren't listened to, make your own decision if staying on the board is the right message to send to the individuals who have shared such personal stories and deserve more than a statement response. At least publicly meet those individuals in the spaces where they have shared their messages, it's the least you can do and what current staff expect. I can't be silent here, but I'm coming to you all first as I know you are very much **equally campaigners**[6] at heart too, **good people who care deeply about protecting rights of individuals**[12].*

So do remember the reasons you applied for the board or joined Amnesty in the first place. Don't leave the next steps to the SMT, or for someone else to speak up first, I implore you. I fear we know we are only scratching the surface here, and I have my doubts you (or better yet, an independent investigation) will be given the data you need to really find out if there has been a covering up. Suspending people isn't an admission of guilt - but

given the cultural change clearly needed, my gut tells me it'll take even longer if the current SMT are the ones delivering it, simply put because now after this even their best well intentioned efforts will no longer be accepted by many staff!'

[above email inserts reproduced with the permission of the author]

Why then are certain People still at AIUK?

GHPO was asked frequently during the feedback sessions[18] of the programme about whether "people would be made to go" and in some cases "when will people be made to go." Our response is firstly there was insufficient evidence in relation to the individuals that remained in a way that would enable AIUK to terminate their contracts of employment.. The failures that had been identified were, and are, wholesale and organisational.

The reproduced quotes above give an indication with regard to some individuals who have left; both from the Board(s)/Sub-Committees and the SMT.

Furthermore, as has been identified leadership and management have not been critical strengths of AIUK, and while such a reactive action might satisfy some it will neither address the core issues and, may in fact cause greater damage. It has been our experience that in situations such as this where the response has been to end the relationship with certain individuals who are made to bear the brunt of such wholesale failure, the cost - especially financially - to the organisation has been high. The reputational cost has been seen to be the organisation paying for poor performance and enabling a perception that bad behaviour and poor performance garners reward. It is not something GHPO advocates.

The essence of the programmes we develop with organisations is about enabling and embedding a set of working approaches, a robust infra-structure and supporting the development of a culture that will more appropriately ensure an organisation is able to address issues going forward.

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[18] There was a period of feedback to the whole organisation of interim findings as a basis for the next phase of the programme which was co-creation.

POORLY DEVELOPED ORGANISATIONAL INFRA-STRUCTURE AT AIUK

A well-developed infrastructure is a key element of a successfully functioning organisation. Organisational infrastructure consists of the systems, protocols, and processes that give structure to the organisation, supports its key functions, and embeds routine practice. It provides the backdrop and basis upon which performance may be demonstrated, then enhanced. Ensuring a sound infrastructure requires careful consideration and thorough planning[19].

Most importantly for our work here on equality and anti-racism it is not possible, in our view, to successfully deliver any form of institutional response to inequality if the infrastructure is as poorly developed as it appears to be at AIUK. It doesn't matter how sophisticated the programme proposals are - it will never take root and thrive without the necessary architecture to support it.

An equalities change programme consists of a series of strategic and well co-ordinated actions and initiatives that require strong and committed leadership, well developed and managed policy approaches, people development and performance management, organisational learning etc. It's about process and performance, precisely the areas where AIUK's internal infrastructure is lacking. We believe that this has been a major stumbling block for the successful implementation of EDI and anti-racist programmes at AIUK in recent years. The internal infrastructure is just not robust enough to support it, even with the best will in the world.

AIUK's focus has been on the external delivery of human rights campaigning, which we have acknowledged has been exceptional. But this seems to have been at the expense of the need to ensure that the foundational structures are robust and sound. The result is that the organisation is expert and professional at what they do externally but inept and amateur at what they do internally. In the longer term this short sightedness runs the risk of derailing the entire operation. The challenge for AIUK is to repair/rebuild the organisational infrastructure ensuring that EDI and antiracist change programmes are embedded throughout.

Governance and Leadership – Infra-Structure

It became clear as the inquiry progressed that AIUK has not established stable internal working practices. This was particularly evident in the way in which it was governed and led.

AUIK is governed by two Boards that have strategic oversight of AIUK and together are the employer. The charitable Trust Board is responsible for income generation by the Trust, and the distribution of grants from the Trust to the UK Section for delivery of human rights work in the UK, and the IS[20] for AIUK's contribution to Amnesty's global human rights work. The Section Board is responsible for the delivery of AIUK's human rights work specifically in the UK. It also supports the membership including local group structures and activist networks in the UK as well as some other activities such as retail operations. Traditionally the Section Board played the stronger role in overseeing management's day-to-day running of AIUK as an organisation.

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[19] Capacity Building Centre for States

[20] Amnesty International Secretariat

Trustees are appointed in the main for the professional skills and expertise they bring to areas of the business.

AIUK is an organisation empowered by its membership through active volunteering and direct action. Section Board members are in the main elected from this membership base.

We found that the way in which Board members are elected had an impact on the operation of the Section Board. In particular we observed a level of immaturity in governance with an absence of support to enable voluntary members with no previous experience of governance to contribute effectively.

Members elected on to the Section Board, in particular, have to develop a clear understanding of their role and their responsibilities and accountability as an employer. As previously noted there was an over reliance on the SMT, which through the Director, was seen to instruct members on their responsibilities.

Improvements at this point in the 'on-boarding' programme for new members is critical given that there has been significant turnover on both boards in the last year to 18 months.

How should a Board[21] Function?

While it is well within the practice of an established Board to appoint members/trustees on the basis of experience (e.g. professional/lived), it is imperative that once on a board those entrusted with that responsibility understand the full range accountability that comes with it beyond experience, skill and perspective.

A board functions as a government for its organisation with its Members/Trustees having varying portfolios but with an overarching aim and vision to ensure the greater good. For AIUK what that constitutes are its principles, values and commitments of which include equality and freedom from discrimination and as detailed elsewhere in the report, its human rights mission and vision that is at the core of the joint strategic role of the Boards. How the leadership body, this includes the SMT and to some degree the next level Leadership Team, enact these tenets impacts what is given weight of importance more generally in the organisation, and also acts as an overriding cultural framework.

Some of those that had acted as observers at Section Board meetings commented on how they felt it was dysfunctional. That dysfunctionality was reflected throughout the organisation.

A board must function as a key level of leadership ensuring the agenda is set around the organisation's values framework and that as a governing body, is seen to work within that framework. This will be critical in in leading the change programme that the joint Boards will need to take going forward. It is important that trust is built with staff, so that any programme of change is sustained and embedded.,

There is a notable absence of an effective support secretariat for the Boards. This would assist the boards in marshalling its agenda, forward programming highlighting critical and key issues. It would also enable oversight of plans, and the development of a Board effectiveness programme incorporating external assessment and on-going skills assessment and review along with a Board/SMT engagement programme.

Governance is one of the key areas identified in the Strategic Plan roadmap, as a critical function for oversight, risk management and scrutiny. To support the AIUK Boards in this

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[21] GHPO recognised that AIUK has a combined arrangement involving 2 Boards that oversee aspects of its operation

process requires an effective governance administrative secretariat. During the course of the Inquiry current and past Board members and trustees stated how, in particular when requesting further information or raising issues, they were ignored. It was reported that Board papers routinely can amount to almost 400 sheets that may come to them to be read and digested for a meeting.

Board Members/Trustees also have appropriately been involved in organisational processes such as recruitment and selection of senior executives and other members/trustees to the Boards. The way such processes are undertaken at that level can significantly impact trust and amplify perceptions.

The Role of the Nominations Sub-Committee

In addition to an appropriate officer level secretariat to enable the development and growth of the Boards, consideration should be given to how the Nominations Sub-Committee could effectively contribute to the joint Boards' development and growth. Within its terms of reference it states:

'*The Nominations Sub-Committee shall:*

   a. *Work with the Board, Board sub-committees and Trust to understand leadership needs and the skills, knowledge, diversity and experience requirements.*
   b. *Work with the Board, Board sub-committees and Trust to ensure that the roles, responsibilities and capabilities of Board Members, Trustees and other governance roles appointed by the Board are set out in job descriptions and person specifications, reflecting both the general and specific requirements of the role.*'

and requires that Nomination Sub-committee members are themselves '*… be provided with appropriate and timely training, including induction training.*'[22]

It was also noted that reporting around critical EDI issues was controlled. General data reporting fundamentally did not providing information, analysis, or options for action or even indicating there may be issues to be addressed. It was also identified that on occasion during that period (2017 -2021), there were Sub-Committee members undertaking operational management work, something not considered to be good practice.

The picture is a set of Boards not in full possession of the required skills, confidence and control to appropriately oversee, scrutinise and enable the work of a key organ of social justice. They were also the ultimate employers of the staff who had petitioned them concerning their reasonable concerns about their treatment within the organisation.

Governance, risk management and assurance of compliance requires Boards that have an appropriate secretariat with the necessary organisational and programme management skills and understanding to enable members and trustees to deliver their roles effectively.

Oversight, scrutiny and strategic management of a change programme of the order that is recommended in this report and the various frameworks along with the IDEA Plan already available to AIUK, will require a well-trained, enabled and confident set of Boards.

Infra-Structure: Equality, Inclusion and Anti-racism at AIUK

The fractured organisational infrastructure at AIUK has affected its existing equalities programmes in a range of ways. It's important to note here that very few organisations have perfect infrastructures. However, in our experience even those with imperfect

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[22] Taken from AIUK Nominations Sub-Committee Terms of Reference Approved by the AIUK Section Board July 2016

approaches have been able to deliver a higher standard of EDI performance than AIUK. This is mainly because their roles have meant that they were unable to sustain delivering services to diverse communities without ensuring that they had the tools to do this.

In addition, their statutory responsibilities mean that they could not deliver any of their services without a decent level of competence relating to infrastructure. AIUK does not have the same pressures. But there are great expectations of it with respect to human rights and equality, and as we have mentioned above, the greatest expectation is that they will be leaders in this field. Below are some of the issues that we have identified in relation to poor infrastructure and the management of EDI at AIUK.

Crisis Management

It was reported to us that AIUK had an underlying crisis of working culture for decades, which almost every five years has manifested itself as a public crisis. There will always be a need for an organisation to be able to manage operations in a crisis, but even this should be planned for in a strategic approach – many organisations call it business continuity or business resilience. But this is about temporary measures to be adopted when the extraordinary and unexpected happens. A constant state of crisis is alarming and overwhelming for any organisation, and will mean that a steady state of good and acceptable performance cannot be guaranteed. Energy is used to deal with the crisis and other areas of the business that may be failing or needing attention will not get that attention until it also goes into crisis. We can see this pattern with the way that EDI and antiracism has been handled at AIUK.

Poor Practical Understanding of Equality, Inclusion and Anti-racism at AIUK

As we discussed these matters through gathering testimonies and facilitating focus group discussions, we concluded that practical understanding of inequality and racial injustice was surprisingly low at AIUK. In pockets there was certainly an intellectual understanding of the concepts, particularly around racism. But true understanding of equity and inequity or equality and inequality is more than just an academic exercise. It's about understanding that achieving equal outcomes must be related to meeting the diversity of need under-pinned by value and respect for all people. It's about our collective humanity, but if we can't recognise the basic act of discrimination - which is how prejudice and its more powerful cousin racism manifests - then our understanding and actions lack depth and sincerity.

Some academics have described racism as prejudice + institutional power. There is some criticism of this, but there is no doubt that we live in a world where there is an imbalance of power in favour of those communities and societies that hold ingrained racially prejudicial views, and that have the power to make decisions based on those views to the detriment of other communities.

Regardless, it is important that we understand exactly how discrimination appears in the workplace, both in relation to the individual and organisationally. Both prejudice and racism relate to deeply ingrained mindsets and attitudes mostly held unconsciously that drive behaviour. There is no law against prejudice or racism in the UK, but there are laws against discrimination which are the tangible actions of exclusion and/or aggression that arise from them. So there is a need at AIUK, for some very basic training and development for everyone on the various forms of unlawful discrimination, how to recognise it, individual and organisational responsibilities to counter it in the workplace and the legal consequences for an organisation of not doing so.

It is nigh on impossible to change attitudes and emotional learning acquired in early childhood through training programmes. But we can change behaviours. So the organisational expectations of certain behaviours coupled with the explicit explanations of what those behaviours will be, and how to acquire and apply them is what equality training needs to focus on. It is our view that unconscious bias training is of little use without the transference of the skills to manage it and the behaviour that it produces.

Lack of Strategic Oversight of Equalities Plans and Programmes

We also identified that there was generally a lack of strategic oversight of equalities programmes and some pretty reactive decision making. There was sometimes scant consideration or thought before embarking on an equalities initiative. We give examples below of decisions taken around equality record keeping and monitoring, but there were similar occurrences with regard to unconscious bias training.

The decision was taken to deliver unconscious bias training to boards and staff teams. Even though various reports recommended that AIUK undertake this type of training there was no analysis of what learning need the training programme was meant to fulfil and then whether or not the form and content of training considered could meet that need. On that basis there could be no evaluation of how successfully that need was met by that intervention.

There is no professional learning and development function which goes some way to explain why an equalities programme could not be sustained. Learning and development is a key aspect of any equalities change programme and cannot be delivered without a learning and development function in an organisation. Training Needs Analysis (TNA) and Training Evaluation is key to the monitoring of the change programme. In the absence of a formal evaluation of the programmes, we heard mixed views from the people who had attended the training on how well it had been received and whether it would have made a positive impact on behaviour . Some people thought it was amazing – others thought it was dreadful, interestingly for a range of different reasons.

The need for Equality Impact Assessments

The tendency to react in making decisions in EDI matters is significantly countered when the Equality Impact Assessment (EIA) is an integral part of the process. The Equality Impact Assessment is a process that provides evidence to help to understand the impact of existing and proposed, services, activities and functions on different kinds of people and on relationships between diverse groups of people. It enables a response to the question what will happen or not happen if we do things this way. Most importantly it makes you think before you 'do'.

An EIA is undertaken at key stages of policy planning and delivery. Firstly when the policy or approach is being developed, when a policy or approach is being changed, and when there are plans to remove or delete a policy or approach. But always before the final decision is made as it must form part of the decision making process. Critically all policies, functions and approaches that involve or impact people and communities should be subject to an EIA. This is how the discipline becomes rooted and importantly, key to embedding EDI and anti- racism within the organisation.

The aim is to ensure that there is proper planning in developing and delivering approaches and services that are inclusive and that equality and positive relationships are promoted. It should also protect the organisation from unlawful indirect discrimination.

Reflection, analysis and structured thinking is foundational to the EIA, and its framework ensures that this is done - thoroughly. It promotes a considered and mature approach to planning and delivery of equality programmes and in our view is an essential element of the EDI toolkit.

It forces consideration:

- of what you are doing overall and why – what is the policy about and why is it needed;
- of the people who will be impacted by the proposed change in policy or approach;
- of how the change will impact relationships between diverse groups of people;
- of how related policies and plans might be affected by the change

It ensures that the final decision about what action to take is based on proper reflection and analysis. It is effectively a risk assessment, assessing the risk of inequality. But just as importantly it is also a powerful organisational learning tool. In carrying out the EIA, the organisation not only learns about the people who are likely to be impacted by the policy change, but also about itself. Additionally, the requirement to 'virtually' apply the proposed change on all the groups who will be impacted by change before it happens, takes one into the realms of empathy. When considering 'how will this impact diverse groups of people given what I know about them' the decision maker is effectively putting themselves in the 'shoes' of the group being considered. The underlying train of thought is 'how would I feel if this was done to me? Whilst there is a formal consideration of legality and illegality in the EIA process, there is also a critical consideration of relationships, morality, fairness and 'reasonableness'. The EIA is organisational empathy. So, the EIA facilitates not only organisational learning, but also organisational empathy.

Given our assessment of the level of immaturity and reactive nature of decision making in EDI we were not surprised to learn that EIA's are not practised routinely at AIUK, and on the few occasions where we found that an EIA had been completed, it was clear that there was little understanding of what it was meant to achieve and how to carry it out. We repeat, EIA's are an essential element of any EDI program, and AIUK need to develop the skills and master the process if its EDI and anti-racist ambitions are to be met. The aim is that the EIA becomes an ingrained discipline, and the process of thinking becomes second nature to the organisation.

Poor Governance of EDI

The Equality and Inclusion policy at AIUK is poorly constructed. However, no equalities programme will deliver if it does not sit within a robust system of governance. The programme needs to be directed and controlled and people held to account. Its governance is about structure and processes for decision making, accountability, control and behaviour at the top of the organisation. Historically, there has been no governance framework for equality at AIUK. But this is changing. The IDEA Plan sits within the confines of the organisation's strategic plan, with its high level board oversight. However, this is nascent, still very fragile and can be strengthened.

Other challenges that AIUK have faced in this regard are as follows:

- There has been insufficient wholesale 'buy in' to anti-racism and equalities at AIUK -it has not been central to the overall corporate strategy and business plans
- Historically the AIUK boards have been poor at holding the executive leadership despite clear signs of failures and repeated promises of cultural improvements.

- There has been an over reliance on the People and Culture team or the Human Resources function, as responsible for cultural supports and EDI at AIUK, rather than the recognition that this is an organisational failure and the 'buck stops' at the top.

We believe that the governance of diversity, inclusion and anti -racist change programmes must sit in the organisation's mainstream governance structures, where key organisational decisions are made and managed. A complex equality structure that sits outside the main – regardless of how complementary – runs the risk of setting up a business 'eco system' of its own running parallel to the main system, with little hope of true integration of the change into the business as a whole.

There will always be a need for a 'task and finish' function to ensure that the strategy with its accompanying action plan is implemented, which will have the ultimate aim of full integration into the business. But 'task and finish' is what it must be – with a finite life continually working to ensure there is no further work for it but along the way to its end ensuring the principles, practices, processes and thinking are clearly embedded. That must be the objective. We discuss this in more detail in the section on the IDEA Plan below.

Leadership approaches to drive and sustain change towards an inclusive and anti-racist organisation

We have identified that historically there has been poor leadership of EDI at AIUK, for a variety of reasons. We have also stated above how important it is to engage everyone in the change effort. We highlight how relevant co creation is for institutional anti racism work as institutional racism is endemic throughout an organisation and doesn't just sit at the top. However, whilst co creation engages everyone in the change process and ensures that everyone understands their personal and collective responsibility for change - strong and committed leadership of the change effort is essential. Leadership must be clear and unequivocal. Leaders must lead well and be seen to be leading well.

The question is what leadership approaches work best for change to become an anti-racist and truly inclusive organisation and then to sustain that change for the long term.

Good leadership - regardless of the industry or sector - requires flexibility and   sensitivity to adopt as dominant whatever leadership style is necessary for excellent organisational performance in any given situation. It's never about one style but about a combination of approaches as circumstances dictate. However, every leader will have their preferred style (which again may be a combination of a few) and default to that as 'steady state' leadership and this style will be determined by the overall goals and main purpose of the organisation. But we believe that the following two approaches should be considered as relevant for both the senior leaders and the CEO to personify at AIUK - especially the CEO. Both of these approaches should be considered as predominant for this change effort, with one or other of these styles leading according to the circumstances.

Transformational Leadership: model the change you want to see[23]

Transformational leaders create a vision and guide their teams toward that vision by inspiration and motivation. They aim to change systems and processes and shake up the status quo.

Transformational leadership is good for building strong relationships and encouraging collaboration. It gives people autonomy to do their jobs and can lead to more creativity, growth and empathy within teams.   Most importantly transformational leaders lead by example. They model the change they want to see. And this leads us into the second approach

Coaching Leadership: Grow and Develop Others[23]

In the concluding parts of this report, we have said that we believe that an anti-racist organisation is a learning organisation and is also an emotionally intelligent organisation[24]. This then is the cultural paradigm change that needs to be attained and sustained. Coaching leadership is ideal for developing learning and emotional intelligence. The coaching leadership stye is defined by collaboration, support and guidance, bringing out the best in teams by guiding them through goals and challenges. It encourages two way communication and collaboration. It facilitates the personal and professional development of staff, focusses on being supportive and not judgemental and creates opportunities for growth and creative thinking.

The Role of the Chief Officer

The CEO must be a visible leader here. More than anything the Chief Officer needs to exemplify the characteristics of a Transformational Leader.

The CEO is ultimately responsible for operational delivery. They will report to the Boards on progress, and they need to demonstrate to the Boards that they have control of this programme, and the Boards need to be confident that they do. In progress reporting the CEO needs to encourage Board participation and engagement. In advising the Boards of any actions they are going to take they must also encourage the Boards' views and comments by being specific about where and how their engagement is required. The AIUK Boards must not become complacent on this journey. For example where necessary external people with relevant expertise should be bought in to present a particular topic relevant to the plan to keep the Boards thinking and engaged.

So the CEO needs to have an in-depth understanding of progress and the detail of implementation. They need their 'red flag' alerts. Beware 'ongoing' reporting by IDEA pillar (see IDEA plan below) and strategic plan leads - likewise avoid it when reporting to the Boards. If aspects of the plan are stalling this needs to be stated plainly. The reasons for this need to be identified , and a plan to fix it or the cause developed.   If for whatever reason the problem can't be fixed then a contingency plan or alternative approach needs to be developed. Also be clear what impact delays in one area may have on other areas.

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[23] Sophia Lee: Ten Leadership Styles you should know
[24] See p58

With the SMT or plan leads, the CEO may need to adopt a more directional style of oversight for this change effort. This will certainly need to be the case in the first instance until SMT or programme leads are confident and are delivering to plan. This will mean that the CEO will ask challenging questions at SMT meetings during programme plan scrutiny. Plan leads must be held accountable for delivery of their departmental plans. With directional leadership the CEO is the final arbiter and will keep the team consistent, cohesive and on track. There is, however, a risk that creativity could be stifled by this approach so it needs to be appropriately tempered with coaching or learning techniques. The CEO should meet once every two months with the Organisational Development (OD) lead and on occasion and where necessary this meeting should include the EDI Project manager (see below for a description of these roles). This will be an in-depth examination of progress – warts and all.

More detail on managing the change programme

Every two – three months the SMT meeting will focus on progress of the plan. The person with OD responsibility will be on the SMT. As necessary the IDEA Plan Project lead will attend those meetings. At that meeting each director will report on the progress made by their departments. They will discuss any challenges in attainment, and these will be addressed. The group will discuss progress of the plan as a whole and again address any barriers or blocks in attaining targets. In this oversight/scrutiny meeting other projects and plans that impact the programme as a whole must also be considered.

The outcome of the SMT progress meeting will in turn be reported to the Boards every two - three months by the CEO. They will advise the Boards of their actions to mitigate any threats to progress identified and, recommendations of any actions that they think the Boards should take. This will be extended to every three – four months after 18 months provided progress is satisfactory. So the Boards can expect a detailed report three times a year after 18 months.

The Boards will allocate enough time to properly consider the report for progress against timetabled actions, and ask about blocks and barriers and risks to the Plan even when none have been identified in reporting. The Boards will reflect on the overall direction of travel and will need to be content that this is in line with the overarching strategic objectives of AIUK.

In addition to the above formal routine scrutiny of progress on the plan, programme leads, and the CEO should form an Action Learning Set (ALS) to periodically reflect on progress and on challenges to delivery of the plan, and decide on how any barriers will be addressed. (See below for details of Action Learning). This will enable more creativity and learning across the team. In the spirit of 'leading by example', this should be one of the ALS's that we recommend below should be piloted at AIUK. Whilst the details of the set conversations are confidential – the learning is not, and this needs to be transparent and shared.

The IDEA Plan

The current AIUK equalities programme is the Inclusion, Diversity, Equity, Anti-racist - IDEA - plan.

The IDEA plan was adopted in January 2022. It is structured around eight enabling pillars which are:

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

Each pillar has an overall aim and a range of actions to meet that aim, the delivery of which lies within the purview of the relevant director from the SMT. Therefore each action in their oversight will be part of their directorate or departmental business plan. The time frame for delivery of the IDEA Plan is 2-3 years and there will be a mid-year progress report that will be published annually

Importantly the IDEA Plan is an integral part of the AIUK strategic plan.

Our Observations

The IDEA Plan as currently drafted is somewhat disjointed and is effectively a 'to do' list of actions. The list is very ambitious in its breadth, and whilst we believe that each aspect can ultimately be delivered, once again there are some key considerations that we believe will jeopardise its delivery if they are not addressed.

Essentially, the Plan needs co-ordination and synthesising to ensure that the pillars interact as necessary. Specific tasks around the list of actions need to be defined. It also needs skilled project management to both ensure that the objectives of the plan are met and most importantly that IDEA is genuinely embedded into the culture at AIUK.

So, our overarching recommendation in relation to the IDEA Plan is that it is reviewed and revised to address the matters below. When this is done it will be fit for purpose and ready for the integration of the specific recommendations that we make in Appendix 2 into the relevant pillars of the Plan.

SMART Action Planning

'Teams often fall short of meeting their goals due to a lack of consensus on the definition of success. SMART goals use a specific set of criteria to help ensure that objectives are clearly defined and attainable within a certain timeframe. Working through each stage of creating a SMART goal can reveal instances where priorities and resource are out of alignment. '

Kat Boogaard – How to Write SMART Goals 2021

The published IDEA Plan is not SMART. That is it is not:

Specific: This is in respect to the detailed tasks needed to deliver the stated actions. It may be that the authors felt that making this overall plan SMART would entail too much detail, but it leaves the reader wondering how exactly this ambitious 'to do' list will be delivered in practical terms.

We have identified that there is much groundwork to do to make the Plan sustainable. This does not mean that it all has to happen before the Plan is actioned, but it does mean that some of the deliverables will need more time and resources to action. What certainly

needs to happen is that the directorate or departmental plans are SMART and each action is broken down into specific and sequential tasks. A SMART Masterplan should be developed as part of the co ordinating function – see below – which will show the detail of interactions and synthesis between the pillars to aid smooth delivery. This report contains throughout, explanations and some detail of how certain tasks can be carried out. This may help as a starting point for specifying actions/tasks.

In addition the tasks themselves must be specific in their detail. For example, a phrase like 'we will increase the number of diverse applicants…' is not specific. However, '*we will set a target to increase the number of diverse applicants by xx% by 5th November 2022'* is specific and also makes the plan measurable.

The overall plan assigns responsibility to heads of departments. The departmental plans need to do the same.

Measurable: There is no mention of how the IDEA Plan as a whole will be measured. There is detail on reporting but what will be reported? What indicators will be used overall to show the rate of progress? It is likely that measures for the overall plan will come from the departmental plans, summarised and synthesised for the whole. But it is equally likely that outcomes from other AIUK strategic plans will impact the delivery of the IDEA Plan and these indicators need to identified and monitored.

Again it will be necessary that in all the departmental plans, actions and tasks are measurable. This will entail keeping records of how it was before, how it changed through implementation of new approaches and how it is at the point of evaluation/reporting. This will be obtained through hard data – figures and also through more qualitative quick surveys and questionnaires or team reviews etc. Milestones, or benchmarks are helpful to keep the program on track. What landmark in the journey do you need to reach(and by when do you need to reach it) that will tell you that you are on the right track.

Priorities also need to be established and using 'quick wins' are important to energise the plan and to demonstrate action. A 'quick win' is an action that can be implemented and delivered within six months. We have provided suggestions for quick wins for this plan at page 84, which are also first stage priorities, because you do need quick wins at the commencement of a long term program such as this. But the discipline of applying 'quick wins' needs to be established as they will be needed throughout the progress of the plan.

Achievable: Goals and actions need to be realistic. They need to be stretching, but they should not be set so that they are not attainable by the organisation or the team. All change programs need to be resourced and it is likely that AIUK will need to resource this programme specifically to deliver this plan. So achievable is about the skill of the team to deliver, about the resources (financial and human power) that the team has to deliver and, is linked to realistic timeframes for delivery – see below.

Risk Assessment is relevant here. It is very important that the overall plan and each departmental plan is risk managed. There are many dangers associated with an EDI change programme that will threaten to derail the effort. It is important that these are identified, analysed and classified as to the level of danger, and most importantly a plan put in place to mitigate that risk or 'red flags' identified to alert you to imminent danger.

It is essential that this plan is properly project managed by a skilled project manager with a sound grounding in EDI and anti-racism. This role would come under the purview of the director with the AIUK Organisational Development brief, who will also be skilled in delivery of change programmes. The project manager will have the skills to develop, manage and

drive the Masterplan. They will co-ordinate and fuse and ensure the necessary interactions between and amongst the pillars. They will have their finger on the pulse and know how to advise SMT and Boards about risks and change. They will artfully steer the program to success.

The role is a task and finish function. The task is to ensure that the Plan objectives are delivered to time and to ensure that AIUK continues on its journey to anti racism with the correct competencies and attitudes embedded into its culture. The finish will occur when this is done. The role will not continue in perpetuity until AIUK actually becomes an anti-racist and inclusive organisation, but when the competencies and attitudes are sufficiently ingrained to enable it to move ahead without a specialist function – because it is part of the culture. This may be a long haul, but we believe that it is wrong to set up these functions forever, as part of the staff complement. To do this subtly implies that you will never get there. This role has the unusual position of proactively working itself out of a job.

Relevant: A SMART action plan will analyse actions for relevance to the overall aims. This is where you start doing 'big picture' thinking. Why have you set the objectives or actions in the way that you have and what is their real relevance to the ultimate aims?

In this regard we have a question with respect to the first action under the People and Processes pillar. *''Create an intersectional staff committee with accompanying clear and focused terms of reference (including those of diversity staff groups)''.* We question the relevance of this for the following reasons:

▪ What is the function of this group – what is its purpose? It appears that Terms of Reference have not yet been developed, but we are concerned that governance of this plan is not overloaded with committees and groups without a clear and essential purpose in the governance structure. The IDEA Plan must have Board level oversight and it will get this through its place in the strategic plan – though this also needs to be clarified as to how it will be ensured that the Boards spend the required time to consider and evaluate reporting.

▪ Where will a staff committee sit in the governance structure? Any committee established in this plan must have the power to make change and to drive action. We question whether a staff committee would have this power, but a committee of SMT directors chaired by the CEO would. But this doesn't need a separate committee. As described above, the IDEA Plan should be an item at SMT meetings, every two or three months.

But there is a role for all staff and volunteers in the delivery of this plan. The co-creation sessions engaged and energised everyone in the process for change. They will be looking for results and will want to be not only informed of progress, but be able to contribute to the evolution of the change program through challenging, commenting and making suggestions. So the facility needs to be built into the Plan to enable all staff and volunteers to be able to contribute in this way. It could be through annual staff surveys or through staff conferences/events or both.

Timebound: The only reference to timescales in the overall Plan is the commitment to deliver within 2-3 years. We think that this is a ambitious, given the range of tasks to be undertaken to deliver the actions as outlined in this report. Also was that timescale reached through discussions with SMT leaders on the ability of their teams (see Achievement above) to deliver to this timescale? Of course the departmental plans also need to be timebound and all the tasks in the plans.

A final word on managing the Plan

All good change programmes are fluid. They will evolve and change as the organisation progresses and learns. There will be challenges, but they will not be insurmountable. The greatest risk is lack of leadership, commitment and a fundamental unwillingness to change.

Recruitment & Selection

A clear strand throughout the Inquiry was the issue of inconsistent use and application of policies and procedures. This is not the only area where inconsistency applies; however it is key in the sense that it impacts trust based on perceptions of fairness.

This was highlighted in regard to the way appointments were made to jobs where there appeared to be a higher bar set for people from black and minoritised groups (see section on Data) who tended to have to prove themselves through unpaid labour as volunteers for a period before having the opportunity to apply for roles largely at lower grades and insecure employment.

Once in a job staff from black and minoritised groups stated that they did not feel that promotion and other opportunities were readily available. This included issues around support for work projects as well.

In the latter years that are covered by the Inquiry the organisation took a decision to appoint only on the basis of temporary contracts. This enabled recruitment of minority staff but meant that they were already on their way out of the organisation following appointment because their contracts were not permanent.

In addition, we found that different rules applied in relation to internal recruitment. Some managers understood that permanent staff only had to meet said 60%[25] whereas external candidates were required to meet the full criteria. However it was not the understanding of all managers.

There were also issues of over standardisation in recruitment interviews with managers asking specific questions and only those questions, limiting full assessment of the capacity and capability of individuals. This was along with only seeking to recruit "experts" or fully capable candidates as they were needed to be able to fully competent from 'day 1'. In addition, once recruited managers were not eager to release "their experts" and would insist on full notice periods (up to 3 months) at which point recruiting managers would look elsewhere.

All Staff in sessions commented on how the above inhibited appointment to permanent roles and progression. In an organisation which is approximately 80% white in profile, the impact of such recruitment and selection practice effectively excludes other groups, as does poorly designed roles and job specifications, seeking maximum requirements and absolute compliance where these were not always necessary and not allowing for any potential.

Equality in Recruitment and Selection

The shortlisting and interviewing process at AIUK does not follow best practice with respect to EDI The analysis of recruitment data below provides evidence that it is essential that all recruiters receive thorough training in the entire process of recruitment

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[25] Stated by managers during a co-creation session

and selection. This will cover not only the process to be followed but also essential skills for recruitment, which in turn will include managing bias to ensure fair and just recruitment and selection. No one should take part in any aspect of recruitment unless they have undergone this training. This does not happen at AIUK.

We found evidence that recruiters do not all share the same understanding of the AIUK process, and whilst some staff and board members had undergone unconscious bias training, it was not of the type required for recruitment. Most importantly recruiters need to be taught how to identify and manage the tendency in themselves during recruitment. Put simply, AIUK need to professionalise their recruitment process.

It is also critical that agencies commissioned to recruit on behalf of AIUK or who undertake some of the process (as we understand is the case for senior level appointments) are required to show that they have this competence and that they provide equality monitoring data to the required commissioning standard. This falls within the realms of Contract Compliance so the contractual requirements need to stipulate this. AIUK should consider all aspects of equality contract compliance in all its external commissioning. This requires that those firms on the approved contractors list would have demonstrated their EDI credentials as a condition of being approved.

Contract – Terms and Conditions and Psychological

The contract with staff embodies two elements the formal terms and conditions of employment, sometimes known as the organisational "offer" and the psychological contract; the unspoken set of expectations around how things operate, standards expected on both sides (employer and employee), how things are done in the organisation. ,

This has not been seen to be fairly applied. Some of that is around perception – however it should be noted that what an individual's perception is usually their reality. As we have seen in relation to areas like recruitment, promotion and the offer of employment the perception may not be unfounded.

In addition, some categories of staff for example volunteers and outsourced staff like front desk with there are more significant numbers of people from diverse backgrounds informed us that they do not feel included by the actions of an employer, who is not their employer.

In whatever capacity people undertake work with AIUK, all should feel treated with respect.

There are two groups of staff that have a different but nevertheless important relationship with AIUK. We were informed that those undertaking voluntary work without which AIUK could not operate, feel alienated because of the nature of the role in the organisation. One volunteer said, "*people do not say hello even, and we aren't invited to any events….*". Staff feel this treatment to be unfair and it has impacts as a significant number of these volunteers are from Black and Minoritised Ethnic groups. AIUK should apply its behavioural values and provide a better explanation concerning the organisation's relationship with volunteers, and why the arrangement with them requires a level of distance. This also applies to staff who work at the front desk at HRAC who are on an externally contracted arrangement.

AIUK's "offer" when compared to the sector in which it operates would be seen to be generous. Not only does it provide for competitive salary and benefits but also promises something that cannot be delivered; the prospect of a whole life career. In addition, the service longevity of colleagues in more senior higher paying roles limits opportunities for

progression. This has become an unseen barrier within the organisation that creates competitiveness for opportunities and roles at lower levels when they do arise.

There is also a perception that such opportunities are in the main only going to one racial group of staff. A staff member from a minoritised background recalled that a white member of staff reported that they (first member of staff) only got a job because "*they created a fuss*"[26]. Such tensions are amplified in an environment where activism, driven by passion and the sense of rights and justice, create action in the form of campaigns to right perceived wrongs.[27].

Induction

Induction is an important infra-structure process for establishing and ensuring consistency around culture. It is the opportunity for setting clear standards, ensuring that staff gain a clear understanding of how the organisation functions, the relevant internal and external networks and collaborative partnerships, acceptable behaviour and contact. It is a critical engagement piece therefore for both the organisation and the individual.

It was clear that this was missing and had been missed by many staff, some with over 2 years' service with AIUK. In co-creation induction was raised at all the staff sessions as a key activity and the lack in particular of a corporate/organisational induction meant that there was a level of disassociation with AIUK. Staff commitment is engendered in the early months of on-boarding and organisations miss a great opportunity for enabling buy-in by not having a comprehensive programme.

Where staff chose to engage with on-line programmes for on-boarding they did not provide any clear sense of the organisation's values, approaches expectations around EDI or anti-racism. These are all key elements of and for the work of AIUK and for those that come into HRAC, there is currently no context for the bold statements that greet them in AIUK's main lobby:

"*We are made to tell the world that there are no outsiders. All are welcome: black, white, red, yellow, rich, poor, educated, male, female, gay, straight, all, all, all*."

Desmond Tutu
Archbishop Emeritus

People therefore come with and hold onto their own ideology about what is appropriate in the absence of a clearly stated approach and commitment.   While there are team inductions these tend to be purely around the new member of staff's duties, while essential, are again without framing in the context of AIUK values.

Policies and Procedures

Organisational people policies and procedures should provide a clear, consistent and cross-referenced set of standards and guides that are used to ensure a sense of fair action and treatment. They should be the last resort for action when everything else has been done to address issues, misunderstandings, acts and or behaviours that are inconsistent with an organisation's values, standards and expectations.

In general these are found in similar formats across organisations and sectors and have standard best practice either taken from professional bodies or national legal and guidance

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[26] Comment from an interview with a member of staff
[27] Refer to further analysis of this issue in section on Creating an Equal Opportunity

frameworks (e.g. employment law and/or employment codes of practice or in the case of people management and development, the CIPD[28]).

Organisations should however set these within their own context and using a language that all can understand. We have been informed that some work has begun in this area with the commissioning of external support to assist in the review of the full range of people policies and procedures.

This said, in the context of AIUK for example it may be necessary to set the language clearly to explain who the 'rights holders' are with regard to policies and procedures. Clearly explain what is meant by such terms as "othering," microaggressions, compliance with the law, harassment, and bullying. Such terminology does not always appear in the language used in other organisations and sometimes does not always mean the same. For example, HR often references the need for compliance with the law. In legal terms this could mean conformity and or fulfilment of a legal tenet. Whereas in HR application this would reference an alignment/in accordance with, which becomes a legal issue only if breached; hence there exists best practice.

Organisationally it should be clear that while policies and procedures may be the subject of consultation they are not contractual. However, unlike other organisations AIUK has chosen to make changes in policy the subject of negotiation[29] but it nevertheless remains with the organisation, as the employer, to interpret and enforce them. Inappropriate and or incorrect drafting, use and or application creates tension and division, that can lead to alienation/demonisation. This can result in a rush to the use of what should be a last resort, the organisations policies and procedures.

GHPO have been informed of current discussions on-going concerning the implementation of hybrid working. In respect to processes it will be important that consideration is taken on how hybrid working will impact such processes. A person's home represents a safe space and conduct of investigations and hearings, may create unintended wellbeing issues. In addition, how such processes will be conducted in such environments need to be clearly detailed in policies and procedures.

Professional Management

HR cedes much to the front line, which is appropriate where an organisation has fully enabled, trained, professional managers. A number of managers in interview and at various sessions expressed their concern, lack of confidence and ability.

'*Yesterday I was…. and today I'm a manager. No one said how I should be different or what I should do differently. I was just told to look at some stuff on the internal system.'*

AIUK has not at any point clarified and or codified what it is to be either a 'good manager' in AIUK terms or 'an AIUK manager' with a clearly defined set of skills, approaches, knowledge, understanding and competencies. An AIUK manager framed within the 'good employer' context would be someone who should have the necessary understanding, skill and capability to oversee, develop and engage with staff from diverse groups and backgrounds.

The lack of this codification of what is expected of a manager, along with an operating environment that allows a manager to choose, which of the key practices and principles of

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[28] Chartered Institute of Personnel and Development
[29] Excluding those elements required specifically by legislation or legal precedent

the organisation they will adopt, creates significant gaps in understanding, ability and application. Managers are seen to circumvent policy, procedure and process creating inconsistent outcomes, and perceived unfairness.

An example of this was the decision not to require managers to undertake appraisals, a core point of engagement with a staff member around their work, assessing any support needs, looking to their development, coaching in relation to delivery plans and checking understanding of their role.

In addition, although an online performance management system exists its use is haphazard, unregulated and the outcomes not clearly feeding into the strategic overview of the work of AIUK either in terms of frontline delivery or organisational development.

Sporadic learning takes place as with the 'Principle 8' programme[30], though in AIUK's defence this was impacted by the organisation having to implement Covid.19 measures and national lockdowns. Nevertheless there was no clear direction, strategy or plan for learning and development in the organisation that such a programme would have been part of. However it was something most managers welcomed as those that did attend the programme found it helpful.

There should definitely be such a programme set in a clear a strategy of enabling delivery both externally and internally with added packages around organisational necessities such as understanding corporate policies, procedures and processes. This would enable managers to implement performance reviews and support their understanding of leadership in relation to equality, diversity and inclusion and managing diverse teams as well as dealing with conflict concerning difficult issues.

Such a programme must be clearly linked to the organisation's strategies around the delivery of an effective and inclusive culture, identifiable management behaviours and set the standard by which managers are appropriately assessed.

Role of People & Culture

There was an understandable view that came across during the course of the Inquiry that because the issues that existed were about people and the arrangements that governed the relationship of those people with their employer AIUK, then fundamentally the problem was the management function that oversees the delivery of these arrangements.

It was evident from meeting with HR that there was an imbalance and misunderstanding in the role and position of the function in AUIK. This included, as detailed elsewhere, the absence of an understanding of the importance and use data (analytics) to drive strategy particularly around EDI issues.

Issues around poor policy and procedure formulation and drafting, along with inappropriate commissioning of programmes and processes (e.g. investigations), along with a lack of confidence in the capabilities HR practitioners that enabled managers to act outside the bounds of agreed policy undermined trust.

HR staff also referred to not being able to mandate policy actions from managers or staff. They also referred to the perceived power of trade union representatives, and being unclear of what the organisation expected of them.

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[30] A management & leadership programmed designed for and focused on NGO and not-for-profit organisations

A functional Director position has now been created and is an important first step. This position in order to help drive the change, and enable the organisation to embed the programmes will require key skills in organisational development. AIUK will also have to establish a learning and development function working within the strategic framework to support learning for leaders, managers and staff, to embedding of EDI.

The People Strategy document with an embryonic plan drafted in 2016 and which begins to set out a position and governing philosophy around the employer/employee relationship. This begins to frame key development programmes for all levels of the organisation as well as the organisation's relationship with its union. This seemed to us a good starting point, however notably absent is any reference to how EDI fits into AIUK's longer term aim of becoming an anti-racist organisation.

While this People Strategy still has some way to go as a guiding programme and plan, it does provide something to build on in terms of rationale, philosophy and an idea of a way forward. This needs to be revisited in the context of the currently agreed strategic plan.

Citing the People Strategy as a key enabling strategic strand will clearly signal its critical nature to the delivery of the difference AIUK wishes to make overall. It will also bring it in the line of sight for programmes of delivery to be created and oversight reporting to be undertaken at all levels and could then provide a clear path for action through performance review and in consultations with Trade Union colleagues.

It would also signal a move away from cultural development and embedding being optional elements in management, individual dealings and engagements within AIUK as well as placing it fundamentally at strategic executive level for oversight and scrutiny by the Boards.

Ethnicity Data Collection and Use of Data

Effective monitoring of ethnic diversity is an essential tool for measuring performance and progress toward equality and inclusion goals. It provides:

- A profile of diversity outcomes
- Tangible quantifiable evidence of equality or inequality
- Alerts for the potential or actual danger of inequality
- The basis for equality analysis or equality impact assessments
- A business tool to measure and manage equality
- A planning tool to respond to diverse needs
- Evidence of compliance with the organisations policy and agenda for equality

In short, it is the bedrock of an organisation's approach to equality – underpinning a dynamic strategy or scheme. The essential aspect of monitoring is the analysis that is then used to inform appropriate action. Key to this will be understanding why certain patterns are evident. Without reliable data the rationale for equality programmes becomes just a story. It may be a true and heartfelt story, but it will be diluted and ultimately lost without concrete evidence to support it.

So we were disappointed to find that ethnic data collection and analysis for the period that we were asked to examine was extremely poor. This was chiefly because the old systems that were used to collect data were migrated into a new system and much of the older information was lost as a result of misalignment with the new approaches. We cannot be sure that the data provided is reliable, so the tables below are chiefly for illustrative purposes.

We chose recruitment data in particular for our own detailed analysis and to understand how the data was handled by AIUK. Recruitment was chosen because we also needed to understand patterns relating to the appointment of Black African and Caribbean people for the purposes of the original brief. There was no data for 2017, and limited data for 2019. We were only able to get a full set of data for 2018 – shown below. We did not examine 2020 data, because the new method of collecting data meant that we were unable to identify individual racial groups, as the decision had been taken to amalgamate all 'BAME' groups into a generic 'BAME' category.

Notwithstanding the technical problems resulting in loss of historic data, we found that the process of both collection and analysis to be inadequate.

Responses to the Ethnic Origin Question

Of particular concern was the very low level of response to the ethnicity question in data collection. Whilst there was certainly room for improvement in recruitment data – this low level of reporting was particularly marked in internal/staff data collection. Ethnicity reporting in the People Management Information Report for 2021 identifies typically over 20% 'no response' to the question and in some cases over 30%. This is important because this level of no response damages the integrity of the data.

So it is important that non-response rates are monitored, with respect to both 'refuse to say' and 'unspecified'. There is a difference between 'unspecified or blank' and 'refuse to say'. The former suggests that with some additional encouragement this can be improved, the latter suggest the opposite, and action here should not be attempted. However, it is nearly aways the case (and this is true at AIUK) that the vast majority of the 'non-responses' will be in the former category, so with some focussed effort this can nearly always be rectified.

We understand that the People and Culture Team have recognised this and are putting in measures to address it. It is also equally important that the 'non-responses' are not counted in the analysis of the data. You should not be counting what you do not know and when non-response rates are so high this seriously impacts the accuracy of the reporting. We found that AIUK include 'not known' information in their analysis which adds to the poor quality of reporting.

When 'all things' are equal - Equality Targets

Equalities data and analysis is principally about comparison. If you want to know if 'all things' are equal you first of all need to find the measure of 'all things' and then apply that to different groups. The extent to which each group over or under performs in relation to 'all things' paints the picture with respect to equality. This is the basis upon which Equality Targets are established.

Equality targets are the measure of equality. The extent to which different groups under-perform against this measure becomes the target - normally expressed as a percentage to be achieved for that group. The target is a measurement that the organisation is striving to attain. They are not quotas. They cannot be achieved by acting unlawfully; that is there can be no unlawful discrimination to attain the target. When the target is achieved – 'all things' are equal.

Targets are frequently set to increase incrementally over time up until the measure of equality is attained. When this is the case, there will be close monitoring of any

interventions and initiatives especially designed to increase the level of equality amongst that group of people. Targets are necessary to make sense of the data, enabling intelligent analysis to inform action. Analysis of trends will indicate where you need to do more qualitative work to find out what is going on and from there decide on the appropriate action to take for remedy.

So you begin by checking if 'all things' are equal, and when they are not – as is normally the case – you go on to find out 'why not'. There may be reasonable explanations for 'why not', but if you don't look you can't know and you can't counter any allegations of discrimination. It really is about how different racial groups – for our purposes – experience the same process. Who is it easier for and who is it harder for and why?

The table below for recruitment in 2018 explains this in more detail. We found scant reference to comparison in older reporting and irrelevant comparisons for reporting from 2020 onwards. For example, the most recent 2021 report on staffing at AIUK - People Management Information Report states the following:

'The AIUK 22.6% of BAME colleagues is higher than the sector average of BAME colleagues in 2021 which is 13%.'

Our comments on this are as follows:

- The correct indicator for comparison is to be found where there are details of people 'available for work' by ethnicity in the areas from where most people would travel to work at HRAC – London and the South East. 2021 census data is not yet available but in 2011 the 'BAME' (using the categories at AIUK) figure in London was 40.2%. So the AIUK figure of 22.6% represents an under-representation and does not present a particularly good account. Further the NGO sector is not known to be a beacon employer of Black and Minoritised people so comparisons with a poor performing sector is certainly misleading and paints a better picture than is actually the case.

- The decision to aggregate the different racial groups into one homogeneous BAME group is seriously flawed, and we strongly recommend that this is revisited. In doing this AIUK have undermined the objective of ethnic record keeping and monitoring. Records are kept to understand what is happening to different racial groups. That is why such care has been taken by researchers in this field to ensure that the most appropriate categories are recorded. 'BAME' is not a racial group – it is an amalgamation of groups of very different people with very different life experiences and outcomes, and certainly has no place in a data collection and analysis programme to achieve equality. It tells you very little, thus seriously limiting the information that you can obtain from these records.

In this regard we also note the following comment in this report:

'….with the implementation of People Hub, we have strengthened our data categories and reporting. Our data categories now align to those of the Office of National Statistics (ONS)'.

We did not find this statement to be accurate. ONS does not amalgamate all groups into one BAME category. The individual categories that comprise the BAME category may now better align with ONS, but there is an inference here that this is following government good practice, which it is not.

The report goes on to state:

'in total we have 27.59% BAME colleagues in management roles which is considerably higher than the sector average of 5.9%.'

This information does not tell us enough. What we need to know is not the proportion of management that is 'BAME' but how Black, Asian and other minority ethnic people experience achieving management roles at AIUK, and how that figure compares with 'all things'.

The table below for 2018 illustrates how ethnicity reporting should be presented.

Ethnicity Report of Recruitment : 2018[31]

Total no. applicants: 746
Ethnicity unknown: 193 (26%)
- Unspecified   168
- Prefer not to say   25

Total Number for Analysis 553 – **Table 1**

	Applicant	**Shortlisted**	**Appointed**	**From application to appointment**
All	**553 (100%)**	**196 (35.4%)**	**43 (22%)**	**7.7%**
White	251 (45.3%)	142 (56.5%)	28 (20%)	11.1%
Mixed	72 (13%)	24 (33%)	6 (25%)	8.3%
Asian	109 (19.7%)	18 (16.5%)	7 (39%)	6.4%
Black	76 (14%)	10 (13%)	2 (20%)	2.6%
Chinese	6 (1.08%)	0	0	0
Other	39 (7%)	2 (5%)	0	0

- A total of 746 people applied for work at AIUK in Jan – Dec 2018
- The ethnicity was unknown for 193 of them (26%).
- Analysis can only be undertaken for those you have information for – that is 746-193 =553

The overall dimensions of the recruitment funnel shown in **All[32]** above and as represented in the Diagram 1 below are as follows:

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[31] **NB** we appreciate that the numbers are small in BAME categories, which will impact the significance of the patterns.

[32] This is a measure of 'all things' as referred to above

- 35% of all applicants were shortlisted
- 22% of all those shortlisted were recruited
- 7.7% of all applicants were ultimately recruited

Diagram 1

All Applications
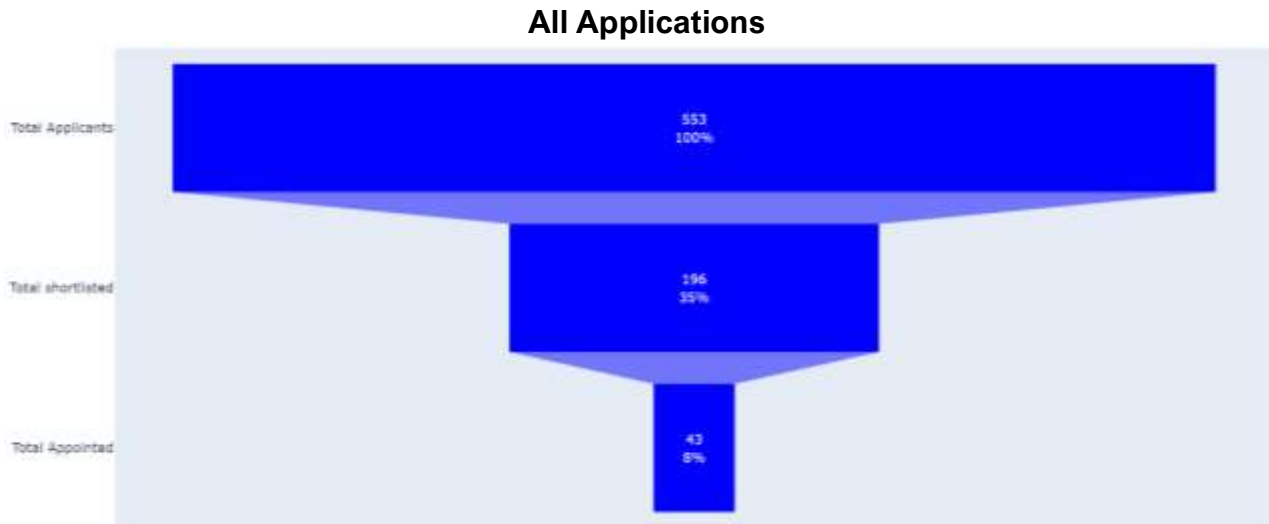
When the overall dimensions are applied to each ethnic group the results are as follows and as represented in diagrams 2, 3 and 4 below:

Diagram 2

The Recruitment Funnel

Diagram 3

Applicants shortlisted by ethnicity

White	56.6
Average	35.4
Mixed	33.3
Asian	16.5
Black	13.2
Other	5.1
Chinese	

Percentage of applicants shortlisted by ethnicity

Diagram 4

Applicants appointed by ethnicity

White	11.2
Mixed	8.3
Average	7.8
Asian	6.4
Black	2.6
Other	
Chinese	

Percentage of applicants appointed by ethnicity
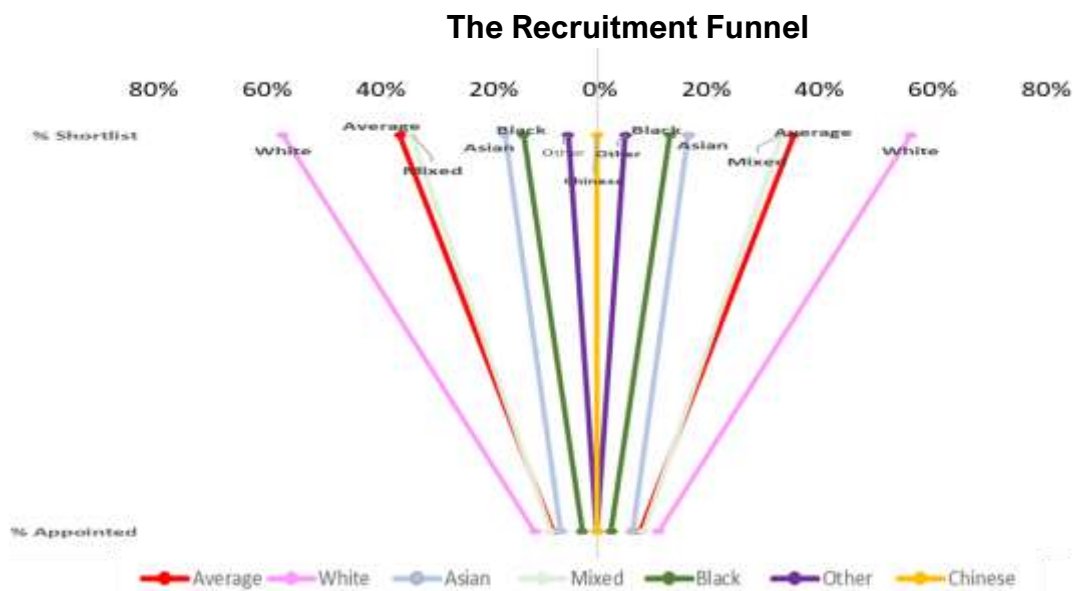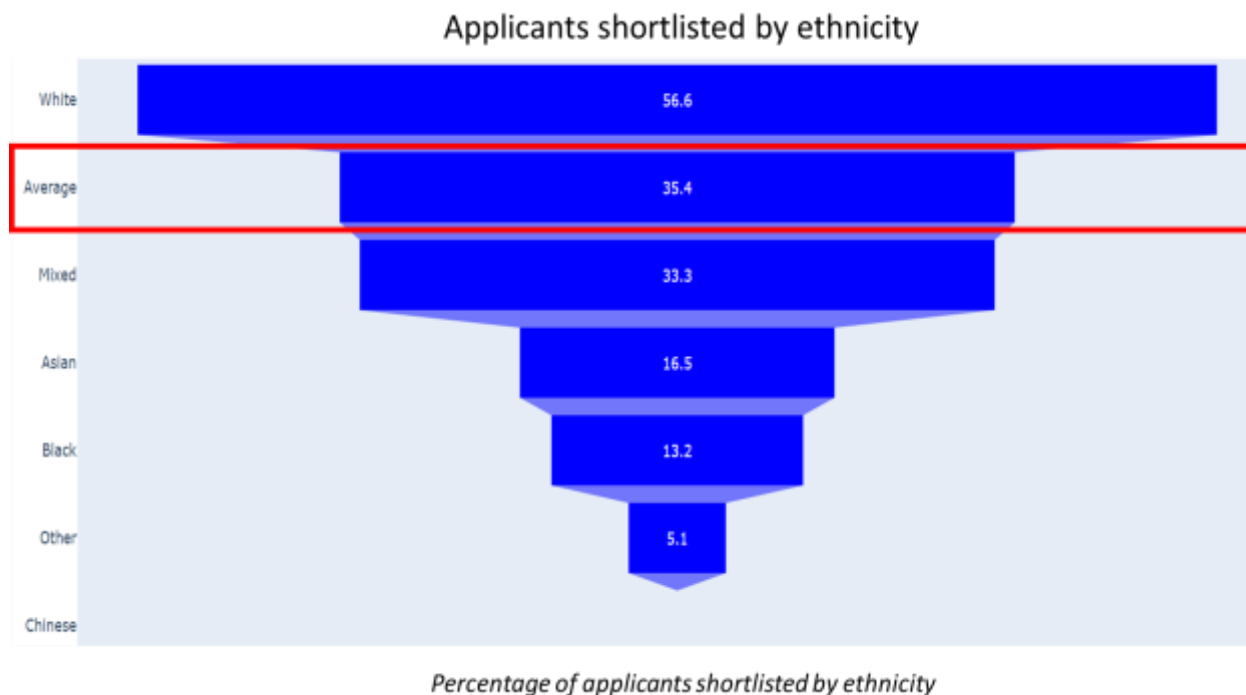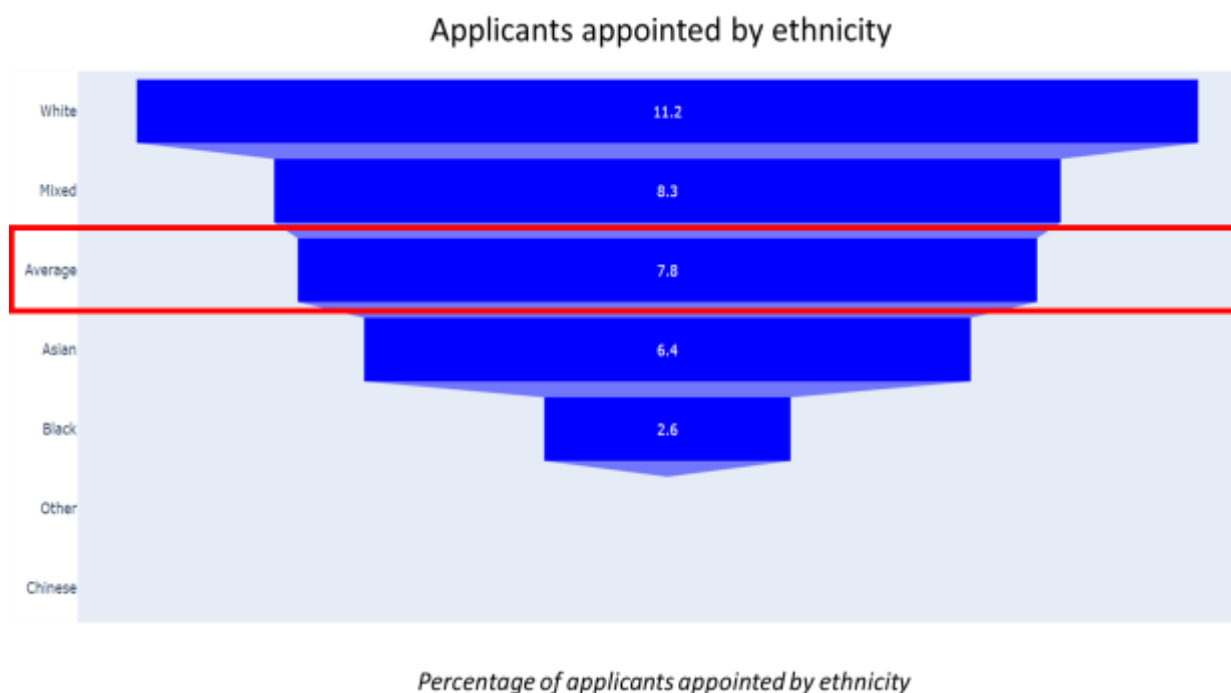
- o White applicants are more likely to be appointed than all other groups;
- o Given the small numbers in the Chinese and Other categories, Black applicants less likely than other groups;
- o Asian applicants were significantly less likely to be shortlisted, but once shortlisted, far more likely than other applicants to be appointed. This however

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did not compensate for the fact that overall (from application to recruitment); they were less likely to be appointed. This is an interesting pattern. Further investigations would examine why they were less likely to be shortlisted, and then what was happening at interview – the intervention between shortlisting and appointment.

As referenced above, in order to measure whether or not AIUK are attracting a diverse range of people to work at HRAC, the correct indicator from which to set targets and measure is data indicating people who available for work in the areas from which most people would travel to HRAC. For ease of reference here we have used Census data for 2011 with respect to ethnicity and residence in Greater London. This breaks down as follows:

- o White (Inc. White other) 59.8%
- o Asian 18.5%
- o Black 13.3%
- o Mixed 5%
- o Other 3.4%

It is clear that Black Asian and Minority Ethnic people are applying to AIUK for work in proportions that are greater than you would expect. But as whole they are not making it through to appointment, and the black category fares worst.

Ethnicity Report of Recruitment : 2019

Total no. applicants: 1261

Ethnicity unknown: 158 (12.5%)

- Unspecified   134
- Prefer not to say   24

Total Number for Analysis 1103   **Table 2**

	Applicant	Shortlisted (Data not available)	From application to appointment
All	**1103 (100%)**		**51 (4.6%)**
White	750 (68%)		37 (4.9%)
Mixed	85 (7.7%)		2 (2.3%)
Asian	122 (11%)		7 (5.7%)
Black	98 (8.8%)		2 (2%)
Chinese	10 (0.9%)		0
Other	39 (3.5%)		0

NOTES

o Shortlisting data was not available for 2019, so the measurements shown are from application to appointment

o The figures show that the proportion of people not responding to the ethnicity origin question has halved from the previous year.

o This time the Asian category were more likely than all others to be appointed.

BLACK AFRICAN AND BLACK CARIBBEAN PEOPLE AT AIUK

'*Of those who have shared their testimonies of racism, a disproportionate number are people who identify as Black African, Black Caribbean and mixed Black. The Inquiry must look specifically at anti-Black racism, as well as racism more widely'.*

The brief for this commission required a specific examination of anti-black racism with respect to Black African, and Black Caribbean people.

We would always start an examination of this type with a review of the data. As explained above data that we would want to review for the periods in question was not available other than recruitment data for 2018 and 2019 (the latter of which was incomplete). At the time of this inquiry 2021/22 we were informed by the People and Culture Team that approximately 8 people of Black African/Caribbean origin were employed at AIUK, and none of them were men.

Importantly with respect to Black African/Black-Caribbean staff who (between 2017 and 2021) made up less than 1% of the staffing compliment of AIUK, their route into the organisation has largely been through volunteering – where it was remarked by numerous interviewees that AIUK could not deliver its programme without the work of its volunteer force.

We could not ascertain the figure with respect to Black African/Black Caribbean from the ethnic origin data for 2020 onwards, because the field had been aggregated to include all 'BAME' categories. We asked this question at the testimony and focus group phase of the inquiry and the common response was ''*they don't apply for jobs here''* or '*African and Caribbean people are not attracted to human rights work'*.

The data above for 2018 shows that 14% of the applicants were black compared with this group being 13.3% of the population of Greater London. So in 2018 people of Black African/Caribbean origin certainly did apply for work at AIUK in the proportions that one would expect, but they were not appointed in the proportions that one would expect 'all things' being equal – which of course they are not. Had this been the case then from the 76 that applied 26 would have been shortlisted and six would have been appointed.

For 2019 the picture is somewhat different, in that they did not apply in the proportions one would expect – however, their experience with respect to appointment was the same – at least four would have been appointed, double the number that actually were. Whether the levels of application were unrepresentative or not – they were still less likely than others to be appointed.

The next stage is to look at the recruitment process. Certainly for 2018 where and how AIUK advertised opportunities for work, it appears it was reaching black communities in the proportions that one would expect. As we've described, this was not the case in 2019, and there would need to be some investigation into why that might have happened. Whatever the change in recruitment process, it delivered twice the number of all applicants (200%), three times the number of white applicants (300%) and only a fraction(26%) in comparison more of black applicants. The trend is that people of African origin were screened out of the process at both shortlisting and interview stage.

So something is going wrong in shortlisting and in interviewing. We identified above that AIUK do not follow best practice in fair recruitment and selection. As we are unable to observe what actually happens at these stages we are confident that poor practice here leads to uncontrolled bias coupled with inconsistent approaches, some of which unfairly excludes competent Black and minoritised people.

The under representation of Black African and Black Caribbean people in employment at HRAC – which is where the great majority of AIUK work – is significant. The black population of London is 13.3%, and this should be the equality target to measure equality for this group. The current figure is 4%.   The target could be set to increase from 4% – 13.3% incrementally over time, with careful monitoring of the impact of interventions and initiatives to attain equality for Black African and Caribbean people at AIUK at all levels.

AIUK need to address this issue specifically by paying particular attention in EDI monitoring and analysis on the 'Black' category and conducting follow up research on negative trends. As well as recruitment, monitoring will include all major steps of the employee journey, through learning and development, promotion, capability, sickness, discipline, grievance and exit and turnover, which should include a review of exit interviews. AIUK should pay attention to all patterns in the data - positive and otherwise – to ascertain the reasons for these patterns in relation to changes in policy or approaches and record these findings. This exercise should specifically highlight outcomes for Black men.

Race and Schooling

Whilst examining ethnic origin data we saw that in recruitment, AIUK ask the following questions about schooling:

'ACCESS

We also endeavour to represent a diversity of socio-economic backgrounds and ensure equal opportunity of access to employment at AIUK. We are asking questions based on schooling to help identify childhood circumstances. More details on the categories can be found on the Inclusion page. As with all questions on this page, your response is optional.

WHAT TYPE OF SCHOOL DID YOU MAINLY ATTEND BETWEEN THE AGES OF 11 AND 16?

NON-SELECTIVE/STATE-RUN/FUNDED

SELECTIVE, STATE-RUN FUNDED

FEE PAYING SCHOOL WITH BURSARY

FEE PAYING SCHOOL WITHOUT BURSARY

ATTENDED SCHOOL OUTSIDE UK

HOME SCHOOLED

PREFER NOT TO SAY

IF YOU FINISHED SCHOOL AFTER 1980, WERE YOU ELIGIBLE FOR FREE SCHOOL MEALS AT ANY POINT DURING YOUR SCHOOL YEARS?

YES

NO

DON'T KNOW

PREFER NOT TO SAY

NOT APPLICABLE"[33]

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[33] Taken from AIUK Recruitment Literature

Whilst we can understand the desire to address socio economic imbalances in employment at AIUK, we question this methodology. This question is specifically about past socio economic background and as such, we ask what relevance this is to the application process and recruitment at AIUK, and more importantly how exactly is the information gained going to be used. There seems to have been no governance and oversight of this organisational policy change.

AIUK needs to be very clear about the standards and protections for processing personal data. We need to be very careful when gathering personal data in that we are clear about why we are gathering the information and how it will make a difference to a particular issue or problem.

The reason why we raise it here is that we know that schooling is often used as a proxy for race. The way that this question is posed could be very off-putting to lots of people but in this case particularly Black African and Caribbean people. One could ask:

▪ If you've already asked about race, why do you need to ask about school?
▪ Is this a way to exclude by stealth?

And the explanation for introducing the question is unconvincing.

This decision should have been equality impact assessed and put through the normal management processes for policy approval.

Using Positive Action

Positive Action under The Equality Act 2010, is where the law allows an employer to exclusively encourage people with a specific protected characteristic to take advantage of opportunities for work, where they are underrepresented in the workplace. Once the particular encouragement to that group is provided, people from that group cannot go on then to be appointed to that role by virtue of the fact that they have that protected characteristic and are underrepresented in the workplace. They must go on to compete for jobs on the same basis as everyone else.

There is clearly under-representation so AIUK can use Positive Action to encourage Black African and Black Caribbean applicants to apply for roles. Again it is important to monitor the use of the provision to ensure that it is delivering the desired results.

Working with Local Community Groups

HRAC is located in the London Borough of Hackney. Hackney has a rich vibrant community and is the 6th most diverse borough in London - 40% of the community are from Black, Asian and other minority groups and 20% of these are of Black African origin. There are a range of community groups in Hackney, especially those working with young people. AIUK should consider making links with these groups, invite young people to HRAC to learn more about the work of AI and encourage them to engage with the organisation and its campaigns. Many of these groups have job boards and there may be opportunities for AIUK to advertise opportunities for work. AIUK could also get involved with local community employment and other initiatives. Start by contacting Hackney Borough Council to find out what is happening in Hackney and where opportunities to engage with the community are, and plan ahead from there.

Creating an Equal Opportunity

AIUK reflects a typical profile at senior management levels when institutional racism is at play in an organisation. The top layers of management do not reflect the ethnic and racial diversity of the relevant locality and more importantly of the staff in the organisation itself, notwithstanding the more recent appointment of an interim CEO from a minoritised ethnic group.

As we have identified, racial diversity in the staff teams at AIUK is low. However, as initiatives are put in place to improve this, so also diversity at senior level levels should improve.

Previous reports on race equality at AIUK have highlighted the lack of black and minoritised staff at senior levels and made recommendations for how this should be addressed. However, for anyone to reach the top there have to be available opportunities at the top.

During the research element of this commission we observed (and we were informed) that length of service or retention rates are high at senior levels, anecdotally from grade six and above. So we examined the data relating to length of service by ethnic group in the AIUK People Management Information Report. We could find no data that could elucidate on this point mainly because the data is unreliable because of the errors in calculation that we reported on above in section on Ethnic Record Keeping and Monitoring, but also because there is no measure of length of service or turnover, by grade.

Traditionally low turnover in an organisation coupled with long length of service has been considered to be a good thing. It demonstrates a happy workforce- or a workforce committed to its cause as is the case at AIUK. But this can also create a problem. Healthy turnover is good for an organisation. It brings new perspectives and provides the environment for innovation and creativity. And most importantly it promotes opportunities to increase diversity. So this has to be handled carefully at AIUK and a balance has to be struck. At what point does low turnover and high retention rates become a problem at AIUK, particularly when this affects senior positions?

Overall turnover at AIUK is lower than the UK average at 12.6% (UK average is 15%). We think that the reason for this is obvious. The passion, vigour and commitment to the human rights cause of staff at AIUK is unquestionable. During the testimony phase of this commission many people described this as their dream job. This is work with purpose and will rightly attract people who believe in the purpose and where their passion for change to achieve that purpose can be satiated. This is a great thing and contributes vastly to the high external performance of Amnesty International UK.

It is very difficult to leave a work environment where your personal values align so closely with those of the organisation you work for. Coupled with this, pay and conditions at AIUK are very good. In addition to the perception created by AIUK in its recruitment and on-boarding programme that AIUK could offer a job for life.

The staff complement at AIUK at some 200 people is the equivalent of a medium sized department in other not-for profit sectors. It therefore does not have the capacity to contain the aspirations of all its staff. Also with a near stagnant turnover with some levels at grade 6 and above having staff with over 20 years' service creates aspirations it is not able to deliver and also impacts its ability to fulfil commitments on developmental opportunities and promotions. This also has implications for its EDI programme.

Very few employers these days can offer a job for life. This is not conducive to career prospects to stay in one job or organisation for life neither for enabling new ideas to come into the organisation to refresh its approaches. This mindset is very limiting.

All these matters contribute to slower turnover and higher retention rates and historically it appears that this has been reflected particularly at the most senior levels of the organisation. The result is that regardless of the implementation of initiatives to improve the levels of black and minoritised people at the top, if the opportunities are not there then they cannot attain these positions.

Because of the possible impact on ethnic diversity at senior levels at AIUK, length of service and turnover should be monitored not only by ethnic group but also by grade to ascertain if length of service is especially high at senior levels and whether this is creating log jams in career progression or recruitment to these levels. If this is the case then - challenging though this inevitably will be - AIUK need to consider the encouragement of 'moving on' in the career and personal development aspect of performance management. A broader mindset in this regard needs to be promoted. The world is our playground with respect to opportunities for advancement. Individuals should be encouraged to see this and the transferability of their skills to other sectors and organisations.

AIUK NEEDS TO LEARN HOW TO LEARN

Organisational Learning

Another key theme that sparked lively discussion in all the feedback and co creation sessions was that AIUK need to learn. We certainly observed this keenly in the research phase of this commission. The absence of learning is not unusual in many organisations, but it seemed to us that this organisational competence or paradigm is essential for a human rights body such as AIUK.

The lack of organisational learning certainly manifested in the following ways:

▪ crisis management over recent years;
▪ reactive decision making and lack of strategic oversight;
▪ protectionism;
▪ fear of challenge and fear to challenge and question;
▪ the need to be right and the reluctance to admit failure, and;
▪ the reluctance to admit lack of knowledge.

Two questions we have is whether the single mindedness of orthodox activism feeds a single-mindedness in the internal organisational machinery and culture. Is this stifling organisational growth and development and enabling organisational immaturity? We have already identified immaturity as a key factor in the failure to progress its anti-racism agenda.

We explained above that co-creation is a form of action learning. Action learning is an example of team learning that nurtures the organisations overall learning capacity.

What is Action Learning?

'Action Learning is a method for individual and organisational development based upon small groups of colleagues meeting over time to tackle real problems or issues in order to get things done; reflecting and learning with and from their experience and from each other as they attempt to change things'.

— John Edmonstone - The Action Learner's Toolkit

The Action Learning Centre describes action learning as a method that:

'allows individuals to harness their true power, skills and capabilities to confidently work together and find sustainable resolutions and, it supports their personal development, enhancing emotional intelligence and resilience'. [34]

Action Learning is an effective way to break down silos, build connections, and strengthen networks – providing a vehicle for change and innovation. Because it refines the skills of listening, questioning, challenge and feedback it can significantly contribute to creating a coaching culture and building coaching capacity.

Action Learning brings small groups of people together from different areas of your business to solve real issues in real time. It is most effective when there is the appetite and receptiveness for real transformation or cultural change.

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[34] Reproduced from the Action Learning Centre

Action learning has been used to Improve existing training programmes Implement a new strategy Develop individuals and senior leaders Embed learning into an organisation.

The Learning Organisation

According to Peter Lassey the key to understanding the Learning Organisation is development..

'if learning is about the changing of behaviour, then a learning organisation is capable of changing its behaviour. A learning organisation can adapt, transform and develop itself…it can respond to new challenges and changes in the wider environment…'. Malhotra defines a learning organisation as one with *'an ingrained philosophy for anticipating, reacting and responding to change, complexity and uncertainty..'*

It is evident from the descriptions above why we believe that organisational learning is key to an organisation like AIUK, but even more importantly to any organisation with a vision of becoming an anti-racist organisation. Similar to anti-racism, organisational learning is a long term goal to work towards and to aspire to.

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[35] Reproduced from The Action Learning Centre

Features and Attitudes Underpinning the Learning Organisation

The Learning Organisation (LO):

- **Takes risks and encourages experimentation**. It's important that these risks are managed and that they are categorised according to the level of risk, but the LO will not be afraid to step out of its comfort zone and rock the status quo. New approaches and experimentation should be trialled or piloted before full adoption. This enables the necessary risk and other protective safeguards to be put in place whilst the new initiative is in the trial phase.
- **Develops and maintains organisational memory**. It's important that learning is not lost, and that there is a bank of information held for reference and learning. This also helps to ensure that organisational stories and histories are accurate and helpful for development.
- **Learns from its mistakes**. Mistakes are considered to provide the best opportunities for learning. The LO will not be judgmental and will not apply harsh sanctions when things go wrong. It will respond immediately with reflection and analysis to fully understand what went wrong and why, in order to repair/rebuild relationships damaged by the errors. It will ensure that the necessary changes are made so that mistakes of that nature cannot recur. The learning from mistakes will go into the organisation's memory banks as an important organisational developmental event.
- **Values its people**. This will be its staff, volunteers and agents who work with them. It prizes highly the input of its people. It demonstrates this by encouraging their engagement for innovation and creativity and their enquiry and challenge. It investing in their development through training and coaching, devolving power, and encouraging teams to work across boundaries.
- **It seizes every opportunity** for organisational learning and adopt initiatives and approaches that foster learning.

Emotional Intelligence at AIUK

Many people have heard of or understand the concept of Emotional Intelligence (EI) with respect to how this relates to individuals. There are many models of EI but essentially EI is about developing wisdom and maturity, and it is the wise and mature individual that is most successful in life. It argues that IQ – intelligence quotient which has tended to be the traditional measure of intelligence ignores behaviour and character and is therefore too narrow. Academic brilliance alone is not enough, it is social and interpersonal aptness that determines success.

The essential premise of EI is that the effective awareness and control and management of one's own emotions enables the effective understanding of the emotions of others and therefore how to build positive relationships with others. So it starts with understanding yourself, your goals, intentions, responses and behaviours etc., and understanding others and their feelings.

Studies have shown that the process and outcomes of Emotional Intelligence development also contain many elements known to reduce stress for individuals and organisations, by decreasing conflict, improving relationships and increasing stability, continuity and harmony.

The components of Emotional Intelligence are:

- **Self-Awareness**: Emotional self-awareness.
- **Self-management**: Emotional balance, adaptability, achievement impulse, positivity.
- **Social awareness**: Empathy, organisational awareness.
- **Relationship management:** Influence, coaching, conflict management, teamwork, inspiring.

But EI can also be developed in teams and further to this - organisations. And here is the relevance to AIUK.

According to Daniel Goleman in his book Working with Emotional Intelligence:

''Research into top performing companies carried out by the Saratoga institute ……..identified clear similarities between the organisational practices of these companies and the emotional competencies that typify top-performing individuals. …..Just as with individuals, organizational competencies can be thought of as falling into three domains: cognitive abilities, in the sense of managing knowledge well; technical expertise; and managing human assets, which requires social and emotional competence….. At the individual level, elements of emotional intelligence can be identified, assessed and upgraded. At the group level, it means fine-tuning the interpersonal dynamics that make groups smarter. At the organizational level, it means revising the value hierarchy to make emotional intelligence a priority…''

To be effective an EI organisation will need senior leaders who are emotionally competent, who in turn will have the skills to develop and manage emotionally competent teams. Together they will develop organisational polices and approaches that are true to these principles of EI and 'live' the organisational values that are based on EI principles.

The Learning Organisation and the Emotionally Intelligent one have a symbiotic relationship. In fact learning is an essential component to the first element of EI which is Self-awareness – understanding about oneself and one's emotions.

We strongly believe that an organisation genuinely striving to become an anti-racist organisation must develop these approaches, because these provide the foundational architecture that is necessary to sustain equality for everyone. An anti-racist organisation is a Learning Organisation and an Emotionally Intelligent one.

ANALYSIS AND REVIEW OF RACE EQUALITY GRIEVANCES

REVIEW AND ANALYSIS OF RACE EQUALITY GRIEVANCES AT AIUK[36]

Internal Report of Grievances[37]

In Autumn 2020 The HR Sub Committee commissioned a review of all employee grievances over the three year period 1 July 2017-1 September 2020. The review was prompted following the settlement of an Employment Tribunal claim. The Head of Safeguarding undertook the review, and the report was approved by the Boards and published in September 2021.

The terms of reference for the review was limited to ensuring that the *'grievance process is fit for purpose supportive and exclusive' but* did not consider the merits of the individual cases, other than to identify *'general patterns emerging'.*

The review was conducted by way of a staff survey of participants in the grievance process. The survey asked participants about their experiences of the process, their satisfaction with the process and its impact on their well-being.

A total of 28 staff participated in the survey 18 of those participated in a follow up interview. Only 10% were applicants in the grievance process, 43% were respondents, 14% were members of the HR team, 11% TU representatives and 11% Leadership Team members. The findings were therefore significantly skewed towards staff subject to grievance allegations and the views of HR and senior managers. Unsurprisingly, the findings of the survey found that involvement in the grievance process had a significant negative impact on everyone involved.

The report describes widespread dissatisfaction with the grievance process; including lengthy delays, unclear processes, inadequate well-being support, non-implementation of recommendations arising from grievances. It does **not** however answer the question as to how the grievances alleging race discrimination were handled. In our view the Review was poorly scoped and the findings of limited value. It failed to address the key concern, which was as expressed in the Guardian article, staff reporting official grievances of racial discrimination and claiming that '*the leadership knowingly upheld racism and actively harmed staff from ethnic minority backgrounds'*.

Our Analysis

The terms of reference for this section of the Inquiry read as follows:

'Amnesty International UK (AIUK) would like to conduct a forensic examination and critical evaluation of its internal culture, in light of current and former staff members and volunteers sharing experiences of racial discrimination and of a culture of racism in the workplace at AIUK.'

We have earlier in the report set out the background and context in which this Inquiry came about in the History of Equality and Diversity initiatives section. It is worth repeating some of this here to provide context for our case analysis of formal grievances.

As we identified there had been several examples of racist micro aggressions and incidents of discriminatory language used by members of staff and activists reported by BAME Network members. These incidents were reported to senior members of staff and to

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[37] Review of Grievances at AIUK Internal report completed September 2021

Board members and some were reported as informal grievances to HR, whilst others did not wish to pursue their complaints and preferred to remain anonymous.

A central element of the Inquiry was to critically examine those experiences of racism and discrimination by examining all the available documentation and inviting testimonies from those individuals affected.

Records of Grievances, Formal and Informal

Our starting point was to examine all the documentation that existed for individual grievance cases both formal and informal over the period of our Inquiry, 2017-2021

The numbers[38] of recorded grievances are as follows:

2017-18: 14 informal and 7 formal grievances raised, a total of 21

2019:   10 informal grievances and 3 formal grievances, a total of 13

2020:   4 informal grievances and 1 formal grievance, a total of 5

2021:   3 informal grievances and 1 formal grievance, a total of 4

The allegations contained in the Guardian article and in an email from a previous member of staff referred to employees who had experienced racial discrimination, some reporting official grievances.

We therefore began by identifying those formal grievances that included allegations of race discrimination. The purpose of this analysis is **not** to re investigate those grievances but to identify the circumstances of each grievance case, how it was dealt with and the outcomes.

The BAME Network Campaign

It is clear from the documentation and from the individual testimonies received during our Inquiry that the BAME Network   initiated a campaign to advance race equality initiatives within AIUK. As referenced above the BAME Network put forward a detailed 'Case for Action' to senior management and to the Boards in 2017. This had been accepted, but no change occurred.

The group also lobbied members of both Boards (Section and Charitable Trust) to act on their concerns. Concerns included reported incidents of racism by activists towards BAME staff, complaints about racist comments made by a former Chair at the AGM, an allegation of racial and sexual harassment by a street fundraiser, and the lack of BAME representation at senior management levels and on the Boards.

As part of this campaign prominent members of the BAME group submitted formal grievances about their treatment. These grievances contained various allegations framed in terms of unconscious racial bias, systemic bias, racism and discrimination. Individual grievances were submitted in December 2017, January, February, March, May 2018, July 2019 and May 2021.

Our specific remit in this Inquiry is to examine the documentary evidence in relation to these grievances and to make findings of fact about the nature of these grievances and how they were handled by AIUK as part of their employment grievance policy and

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[38] Review of Grievances at AIUK September 2021

procedures. Our remit is **not** to reinvestigate these grievances but rather to identify where things may have gone wrong and to make recommendations for the future.

It is our view that the campaign to highlight examples of racism, was orchestrated out of a frustration and anger at the lack of progress made on addressing these issues by AIUK. Several members of the BAME group also acted as Union representatives for members who submitted grievances. In this capacity, advising complainants and accompanying them to investigation meetings and hearings. Group members were passionate activists campaigning for justice and Human Rights for Amnesty externally. As the BAME Staff and Volunteers' Network they focussed their campaigning and activism internally, challenging what they saw as racial injustice. The group shared stories and experiences, creating a bubble and 'echo chamber ' for their views.

The passion and frustration expressed in the group was exacerbated by the Pay and Grading review which was being conducted over the same period. The review was described '*as ensuring that members of the Senior Management Team, all White at that time, received a huge pay increase*, *while largely BAME volunteers worked for free at Amnesty'.* The pay and grading review issues became conflated with the issue of racism causing escalating anger and upset. Union office holders and BAME Network members overlapped, and Shop meetings became more and more hostile and aggressive.

In June 2020, a former employee and member of the BAME Network , sent an email to all staff and Board Members expressing '*overwhelming anger'* at the organisational statement in response to the Black Lives Matter movement on AIUK website addressed to Black members, supporters, activists, staff and followers.

The AIUK web site statement read *' We see you, we value you. We recognise your pain. We stand with you. Structural racism should outrage anyone, anywhere. Silence is complicity. We will not be silent as a Human Rights organisation we continue to educate ourselves, and will take a stand against white supremacy and racism-structural, institutional, cultural and economic. Because nobody can breathe unless we all can breathe'*

The email catalogues the grievances brought by BAME staff and the '*levels of racism'* which it was alleged AIUK had been told about for 5 years and yet done nothing. The email ends with '*your words are meaningless so don't reply. Take action. Do something. Change. Be better*. The email sets out a ten-point plan for Racial Equality at AIUK including, *creating an action plan to address institutional racism, setting Diversity targets for every grade at AIUK, send all your SMT and LT and Managers on intense anti-racism training not unconscious bias training'*

In February 2021 Amnesty UK published yet another statement entitled *Amnesty UK and anti-racism,* signed by the Chairs of both the Section Board and the Charitable Trust Board. '*This statement recognises that it has failed to live up to its values and recognises the need to change*. *We have heard and will continue to make space to hear the pain expressed by BAME colleagues about their experiences of racism at Amnesty International UK. They should not have had to wait for so long and we are sorry.'*

The statement pledges to make changes. Lead by example, develop a practice of inclusive leadership within AIUK and a far deeper understanding of what it means to be an anti-racist organisation, convene a Diversity and Inclusion Advisory Group to oversee work on D and I, recruit two new specialist roles, embed anti-racism into our work developing a new strategic plan, embed anti-racism through our movement, be more accountable work will

be a regular item on the Boards agenda, actively consult and listen to BAME colleagues, learn anti-racism not unconscious bias, review our staff grievance process, improve our volunteering focussing on   ensuring inclusivity, develop a clear plan by summer 2021 for this work.

On 20 April 2021 the Guardian published an article entitled *'Amnesty International has culture of white privilege'.* Although the findings of the Howlett Brown report into Amnesty International Secretariat (IS)[39] formed the basis of this article, it quotes from a statement made by current and former staff of AIUK.

The article refers to claims of racial discrimination made by eight current and previous employees of AIUK who told the Guardian that there were similarities between their experiences and the culture at the International Secretariat (IS). They described being *'dehumanised over their race and ethnicity over a number of years with some reporting official grievances, calling on the senior management team and board to resign, claiming the leadership knowingly upheld racism and actively harmed staff from ethnic minority backgrounds.*

The former Director of AIUK, *'apologised saying these were challenging concerns and although she could not discuss individual cases, the allegations of discrimination would be taken seriously and investigated. We know institutional racism exists in the UK and like any other organisation we aren't immune to this very real problem we recognise that we have not done enough to ensure that our organisation is truly inclusive one where everyone receives the same level of respect and opportunity is valued equally and is able to be heard. We are reckoning with the uncomfortable fact that we have not been good enough and from this we understand that we must change to become better. And AIUK had undertaken a review of its structure and governance in relation to racism.[40]*

Following the publication of this article Board members reported being subject to personal attacks which one described as a vindictive and organised campaign by activists on social media. As a senior professional in the charity sector she was alarmed by a story that the campaigners had been contacting some employers saying, '*you know that you are employing a racist.'* Campaigners also targeted SMT members with reports of threats and demands that they resign

On 22 April 2021, the Unite Union shop of AIUK published a motion

'to join our former colleagues' call for the resignation of AIUK's SMT and the chairs of AIUK's Boards'.

By this time relationships between Senior management, Boards and the Union had reached rock bottom. Several Board Members and senior staff resigned or retired leaving AIUK seriously directionless.

Formal Grievances: Overview

In the period of our Inquiry, 2017-2021, we identified a total of 6 employees who made formal grievances, which referred to race as an issue; one employee raised 3 separate grievances, a total of 8 cases. A further two employees had raised informal grievances that we were told had a racial element. These cases did not progress to a formal stage. It was only possible to examine documentation in relation to formal grievances, as no

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[39] Amnesty International Secretariat has a separate employment structure with staff based in each of the Global Regions and its headquarters also based in London.

[40] Guardian Newspaper article 'Amnesty International has culture of white privilege published 20 April 2021

documentation exists in relation to informal complaints. We heard the testimonies from 5 of these 6 people and we are grateful for their contributions.

The subject of the formal complaints varied, the majority concerned being overlooked for promotion and development opportunities, two cases specifically concerned the behaviours of managers and or colleagues described in the grievance documents as ' *Harassment and Bullying'* and referred to the AIUK Dignity at Work Policy.

Although the allegations in the press coverage/statement referred to employees experiencing racial discrimination/racism, our review of these grievances found that **none** of the complaints were presented or provided evidence that could support claims of direct racial discrimination or harassment discrimination. The legal definitions are set out in the Equality Act 2010 and referred to in AIUKs Equality and Diversity Policy and Dignity at Work policy, as they apply to the workplace.

Reasons for Findings of No Discrimination: Our analysis

'Unconscious Bias'

When we examined the detailed allegations we found that rather than using the accepted definition of discrimination, many grievances allege 'Unconscious bias' or 'indirect bias', structural racism or discrimination, as the cause of the decisions complained about.

Unconscious bias may well be the process by which direct discrimination can occur, but it is by its very nature not amenable to investigation, being unconscious. For a complaint of discrimination to succeed, there must be more.

We were curious as to why so many of the grievances referred to unconscious bias rather than to discrimination. There is no reference to unconscious bias in AIUK policies governing this area of the employee and employer relationship, namely Equality and Diversity Policy and Dignity at Work Policy. The policies do refer to the legal definitions of discrimination, albeit in a confusing and incomplete way.

It would seem that the concept of Unconscious Bias gained currency as a result of the training programme put in place in response to the BAME group submissions on the McGregor Smith report.

As one complainant observed, '*the investigator said that unconscious bias played out in all parts of the organisation but that she could find no evidence unconscious bias played a part in this decision'.* Another commented '*If unconscious bias cannot be investigated why is AIUK rolling out a mandatory programme of unconscious bias training?'*

This contradiction is compounded in several investigation reports where findings of no *'unconscious bias'* are made that go on to make recommendations for more '*unconscious bias training'*.

We have raised the issue of the value of the Unconscious Bias training initiative and other Equality, Diversity and Inclusion training programmes initiated at AIUK in the section on Lack of Strategic Oversight of Equality Plans and Programmes.

Appropriate Comparators

A number of the grievance allegations made reference to White colleague/s who had been treated more favourably than a BAME person, for example had been promoted or provided with development opportunities but denied to them. This was put forward as evidence of discriminatory treatment. When we examined the evidence put forward we found the

circumstances were not comparable and therefore legitimate comparisons could not be made between situations to evidence discriminatory treatment.

A claim of direct discrimination requires evidence to show that the complainant was treated *less favourably* than another person in *comparable* circumstances and that person is not the same Race, Gender, Sexuality etc. as the person complaining. An investigation **may then** conclude that in the absence of a non-discriminatory reason for the treatment, discrimination has occurred.

For example, in a recruitment interview scenario, an investigation finds racial bias caused the panel to prefer a White candidate to a better-qualified Black candidate. The White candidate is an appropriate *comparator,* applying for, shortlisted and interviewed for the same role and by the same panel. The circumstances are identical, and the investigation can conclude that the difference in outcome is as a result of race discrimination.

The investigation must examine all available objective evidence, interview documentation, applications, questions to candidates and scoring matrix for answers and any notes made by panel members on their reasoning for the decision.

The investigation finds '*on the balance of probabilities'* direct racial discrimination occurred as the Black candidate was treated *less favourably* because of their Race during this process than the White candidate.

Institutional or Systemic Discrimination/Racism

Several grievances alleged indirect discrimination or alternatively systemic discrimination/racism as impacting the decisions complained about.

We have previously set out the definition of Institutional/Systemic Racism referenced in this report. This Inquiry has examined, for example, how AIUK recruits and promotes its employees, how policies and procedures are applied, how equality data is analysed to assess their impact. Our conclusion is that AIUK has failed to embed Equality and Diversity in these processes is evidence for a finding that the organisation as a whole is Institutionally Racist.

As we explained in the feedback on our findings, it is inappropriate to propose systemic racism as an explanation in a case of an individual's treatment. Any investigation of the circumstances of an individual's treatment cannot extrapolate from those particulars to identify a causal link to general patterns of inequality. For example data showing BAME staff more likely to be in more junior roles as evidence that a particular individual was overlooked for promotion in the particular circumstances of recruitment to that job. Indeed, we noted that this point was correctly made in several of the Grievance Investigation reports of findings.

We also note that although some grievances referred to *Indirect Discrimination*, it was not used in the legal sense, as referring to the definition of Indirect Discrimination.[41] The use of this term was used interchangeably with those of Systemic/Institutional discrimination, meaning the way in which policies and decisions could have an indirect and unintended negative impact on the individual concerned.

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[41] The Equality Act 2010 sets out the definition of Indirect Discrimination, one of six legally defined types of discrimination.

Multiple Protected Characteristics[42] (PC)

In our analysis we found that the majority of the grievances refer to multiple Protected Characteristics as the source of the allegations of bias. Although individuals did not present evidence relating to multiple protected characteristics, nevertheless the grievances contained assertions that the treatment was based on various characteristics. For example '*Female, Black and Muslim staff*'; '*race and gender bias*', '*bias due to sexuality, race and or age*'; '*Male, Asian, Gay, Muslim, Disabled*.'

Once again, the way in which these grievances were scoped displayed a lack of understanding of how allegations of discriminatory treatment should be presented. An allegation of discrimination may only evidence one Protected Characteristic as the reason for the detrimental treatment. A finding of discrimination does not and cannot apportion blame between multiple characteristics as causes of that treatment. Where the evidence suggests that two Protected Characteristics could both explain the treatment[43], an investigation must examine each allegation separately before concluding which characteristic caused the discrimination.

Grievance Investigations

In 5 of the 8 grievances identified in this Inquiry, external investigators were commissioned to make findings and deliver an investigation report. Three separate consultancies were commissioned.

There were no formal criteria or a selection process that we could detect for commissioning these consultants. The selection and commissioning process was informal, and the criteria used completely opaque. This is surprising given the highly sensitive content of allegations of race discrimination and the specialist skills and experience required to investigate such allegations. In one case it became apparent that consultancy did not have the necessary skill set, delivering an inadequate report and the grievance had to be reinvestigated. An internal investigator then carried out the investigation to remedy the errors.

In the case of a separate investigation carried out internally we noted that the investigator was the same person who had made the decision complained about. Although this is a clear conflict of interest, HR advised that the investigation could go ahead.

An investigator is guided and supported by clear organisational policies and procedures on Equality and Diversity and Dignity at Work. These policies must clearly explain   (without legal jargon) the legal framework provided by the Equality Act 2010 and most importantly how to apply this to grievances that arise in the workplace. The investigator does not need to legally trained but should understand the definitions of discrimination and how they apply to the particulars of an individual grievance, to make findings of fact.

Investigations should ideally be conducted 'in house' by experienced Human Resources advisers or by experienced managers who have received specialist training. This approach not only reduces costs but increases organisational knowledge and learning and can

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[42] The Equality Act 2010 sets out the definitions of nine Characteristics legally protected from Discrimination, these are Age, Disability, Gender, Gender Reassignment, Marriage and Civil Partnership, Pregnancy and Maternity, Religion and Belief, Sexual Orientation, Race. These are referred to as Protected Characteristics.

[43] O'Reilly v British Broadcasting Corporation and another ET/2200423/10.

prevent the issue escalating to the detriment of the employee and colleagues affected by the accusations.

No Findings of Discrimination

None of the investigation reports made findings that the complainant's race (or other Protected Characteristic) had caused the unfairness complained of. However, we also found that, with two exceptions, investigators did not demonstrate that the appropriate tests for discrimination had been expressly applied to the evidence. No appeals were made against the investigation findings.

We have observed above that the grievance allegations were poorly scoped and framed in terms of 'unconscious bias', 'multiple Protected Characteristics' 'appropriate comparators' and exhibited a poor understanding of the evidence required to articulate allegations of discrimination.

The investigators were to some extent misled by these flaws, making findings of no 'unconscious bias', for example. An experienced investigator would have pointed out these flaws and clearly explained the basis of a finding that discrimination had not occurred. This approach may have gone some way to encourage acceptance of the investigation findings and alleviate the anger and frustration felt by BAME group members, which ultimately found expression in the Guardian newspaper article.

Although no findings of discrimination were made, in three instances grievances were partially upheld because the investigation found that the relevant policy had not been followed or had been inconsistently applied. Race was not found to be a factor. Poor management processes and practices were identified as the reason behind these decisions.

Inconsistent management practices and decision-making processes were mentioned repeatedly in the testimonies we heard as part of this Inquiry. We concluded that in the absence of clear guidance and training for managers, they '*made it up as they went along[44]'.* Inconsistency and seemingly ad hoc decision-making created a perception of unfairness which in the absence of an alternative explanation, complainants genuinely believed that racism was the cause.

Good Quality Advice: the role of union representatives

Our finding that grievances were poorly articulated and evidenced surprised us. Amnesty prides itself and indeed has an excellent reputation for its extensively researched evidence-based campaigns around the world. These campaigns use evidence to successfully challenge Human Rights abuses and the regimes that perpetrate them.

We were therefore surprised that this rigour was not applied to the individual grievances brought by employees against AIUK. There was poor understanding of the evidence required to make complaints of discrimination with the result that no examples of discrimination were identified. It was suggested by BAME group campaigners that the investigations either did not recognise discrimination that clearly existed or were in some way biased in favour of exonerating AIUK from wrongdoing.

Good quality advice at the earliest stage, particularly from Union representatives, is essential if there is to be the best possible outcome for that employee. This is even more

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[44] Refer to our findings on professional management

important in the AIUK context where there was an absence of general education and training on employee rights and responsibilities in respect of discrimination and specifically on the application of the Equality and Diversity and Dignity at Work policies and procedures.

We found little evidence that the Union representatives who advised and accompanied individuals to grievance hearings and investigation interviews had themselves received training on their role in the process.

AIUK's Grievance Policy states that '*all parties* (to a grievance) *have the right to be accompanied by a companion who is a work colleague, an accredited trade union representative or an official employed by the trade union at all formal stages of the grievance procedure*.'

The requirement for a trade union representative to be accredited is set out in the ACAS Statutory Code of Practice for employers. The Code specifies that a trade union representative, who is not an employed official, must have been certified by their union as being competent to accompany a worker.[45]

We did not find evidence that Union Representatives advising in these cases were accredited by Unite Union or had received any significant training on their role as advisers. In one case we observed that the Union representative was required to withdraw because of a conflict of interest, suggesting that the Union member was not receiving the appropriate advice.

More generally, we were concerned that representatives did not necessarily act in the best interests of the individual employee, by allowing poorly framed and inadequately evidenced grievances to be put forward. We were also told that complainants did not necessarily seek the advice from a Union representative before submitting their grievance.

Overlap between the BAME group members and Union representatives were evident in the grievance process. All the grievances were raised by   members of the BAME group, many of these members acted as each other's Union representative. This overlap and the vociferous campaign around issues of racism meant that there was widespread 'knowledge' of grievances, rumours of incidents circulated in the organisation, despite requirements for confidentiality.

Activist and Campaigning Behaviours

We have observed elsewhere in this report activist campaigning skills and behaviours are valued and deployed very effectively externally by Amnesty but when exhibited internally can be very destructive. Campaigns are by their very nature based on conflict, 'good guys fighting bad guys'. There is little room for nuance or empathy, encouraging aggressive behaviours and confrontation. In our view bringing activist and campaigning behaviours into the workplace inevitably damages relationships with colleagues, often irreparably. Many of the testimonies we heard referred to the aggressive campaigning, intolerant, bullying culture at Amnesty which we believe are, in part, a result of the activist nature of its work.

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[45] The ACAS Statutory Code of Practice on Disciplinary and Grievance procedures (Para 14)

Formal versus Informal Grievance

A formal grievance should be the 'last resort' in addressing an employees' legitimate concerns about their employer's terms and conditions and actions. Grievances alleging race discrimination and harassment are taken very seriously in all organisations. It must be recognised that, although of course employees have a right to raise a formal grievance against their employer and seek a remedy, this action can often lead to a complete breakdown of employee and employer relationship, resulting in the employee leaving their job.

We noted that in September 2017 the Section Board decided to require all grievances concerning equality and discrimination issues to be treated formally. It is not clear what prompted such a decision or what discussions took place on the implications of this policy. It may have been promoted by suspicions that information about grievances was being withheld from the Board. In our view such a policy (had it been implemented, and it is not clear from our enquiries that it ever was), would have had the effect of escalating all discrimination grievances, reducing the chances of a mutually beneficial outcome.

In Amnesty such accusations however strike at the heart of its mission and values as a defender of human rights and commitment to uphold Article 2 on Discrimination in the United Nations declaration on Human Rights. We have observed elsewhere the passion and commitment of staff and volunteers to the work that Amnesty does. Working at Amnesty is not just a job but is for most people an integral part of that person's identity.

BAME staff, for whom working at Amnesty was repeatedly described as a 'dream job' and chance to work in an organisation recognised worldwide as a leader in the fight against Human Rights abuses, but then to experience what they perceived as racist and discriminatory treatment, was a profound shock. The dissonance between Amnesty's external reputation as a world leading defender of Human Rights and the experience of how employees were treated inside the organisation created disappointment and disillusion.

Many of the BAME group had started as volunteers with Amnesty working sometimes for a number of years unpaid before finally obtaining a job with Amnesty. For many it was their first job since leaving University and so had little experience of the world of work. As junior employees many reported several unsuccessful applications for promotion before finally bringing formal grievances. These experiences certainly informed their perception that Amnesty is a racist organisation, which was then amplified by the lack of racial representation at the senior levels of the organisation and the Boards.

On the other side of the coin, managers and colleagues accused of racism also understandably felt deeply hurt. Their core beliefs and values were under attack, and some reacted by avoiding contact and communication with the person concerned.

There did appear to us that there was little consideration in that campaign of the damaging impact allegations of racism could have on that person's future relationships with managers and colleagues. Couching allegations as 'unconscious bias' cannot mitigate the impact. Indeed we observed that some relationships were damaged beyond repair, and this was often a factor in a decision to leave. Four of the six individual complainants left Amnesty.

It is therefore the responsibility of employees to provide cogent and relevant evidence to support a genuine belief that the treatment was caused by discrimination. The role of the

Trade Union representative is to advise a member on how best to do that and discuss the risks involved, what outcomes that person wants or can expect.

We observed that in some of the grievance cases a conscious decision was taken by the complainant to make a formal grievance, '*because staff are not heard. Informal means it can be brushed away.*' In another case the grievance was made formal and additional allegations included after the complainant felt that no progress was being made resolving the initial informal grievance. The informal grievance did not include allegations of racial discrimination.

The Principles of Natural Justice and Timeliness

Natural justice and the Right to a Fair Trial are often at the heart of Amnesty's campaigns to protect Human Rights abuses across the globe. It is once again surprising that we identified such a clear abuse of this principle in the handling of one particular grievance case, with very nearly tragic consequences.

The Grievance policy states that Timeliness, Natural Justice and Confidentiality are key principles that must be observed in the grievance process. These principles are repeated in the Dignity at Work Policy, which applies to grievances about Harassment and Bullying.

In one particularly egregious case we found that the principle of natural justice, a respondent being given sufficient details of the grievance made against them, was blatantly ignored.

In this case, the complainant instructed external investigators not to provide the respondents accused of discrimination with the full grievance document. The investigator complied with this instruction, agreed to by HR, by compiling '*summaries*' which when approved by the complainant were put to the two respondents. The grievance contained two separate cases against two different managers. In the case alleging bullying and harassment the respondent was only told in very general terms about the substance of the allegation of harassment and bullying. The details of a list of 'micro aggressions' alleged to have occurred over a long period, some two and a half years before the grievance, were not initially put to the respondent to allow a reply. As a result of the respondent only being given scant details, the investigator was unable to make findings on the allegations and the investigation was abandoned some five months later. The grievance allegations were reinvestigated this time by an internal investigator and the details of the allegations put to the respondent for a reply.

The quote below is a powerful testimony to the emotional impact experienced by this person.

'*Racism is a horrible thing and something I am distraught to be accused of with no understanding of the allegation details my mind simply gave up and decided that I must be a terrible person who no longer had the right to exist. I decided I had three options, resign immediately, request to be sectioned, or to kill myself*'

And when finally given the specific details of the alleged micro aggressions, '*I felt relieved when I did receive an email giving me tangible allegations, if I had had this before my mental health would not have spiralled'.*

The re-investigation noted that the micro aggressions referred to were alleged to have occurred 2 and half years ago and therefore memories could be faulty. This is particularly relevant when none of the alleged micro aggressions had been brought to the attention of the alleged perpetrator or their manager, either at the time or soon after. There was

therefore no record of what was said, by whom, in what context, whether behaviours were witnessed and the reaction of the complainant to the behaviour. The investigation had to rely on the memory of the respondent of events that may have occurred a long time ago.

The policy states that, *concerns should be raised as soon as possible after the incident and where possible within 3 months of the occurrence of the incident'*.

In the event of such a complaint reaching an Employment Tribunal there is a high likelihood that it would be ruled 'out of time' and could therefore not proceed to a hearing.

Despite the length of time that had elapsed, the second investigation was able to make findings of fact and concluded that none of the allegations of bullying or racial harassment could be upheld.

Role of Human Resources

The Human Resources team (HR) is responsible for processing grievances. Grievances must be kept confidential; the evidence assessed and findings of fact made, then a decision to uphold or not to uphold the complaint.

We found that an unintended consequence of treating each complainant as an isolated case was that there was no oversight of what was happening, identifying patterns and 'joining up' the dots. This contributed to the escalation and weaponisation of grievances.

We observed

- the pattern and timing of formal grievances;
- increasing number of grievances submitted over a short period
- Informal grievances being escalated to the formal stage; and
- similar wording and format of grievances.

In addition to the testimonies received, these observations all support our conclusion that there was a campaign using formal grievances containing allegations of racism, as a means advance the cause.

The lack of leadership and strategic oversight encouraged individuals who had raised grievances   to be dismissed by some as 'troublemakers', 'self interested', 'disloyal', 'making trivial complaints'. The gulf between senior management and the BAME Network and Union widened.

It is evident that the relationship between the BAME Network, the Union and HR had become extremely confrontational and dysfunctional, with a loss of trust on both sides. This seriously impacted the way in which grievances were dealt with. HR became more and more embattled and defensive, and some Union members became more and more confrontational and combative. Attempts by some members of SMT and the Board to begin constructive dialogue failed.

AIUK Policies: Equality and Diversity Policy and Dignity at Work Policy

Our Observations

AIUK has both an Equality and Diversity Policy and a Dignity at Work Policy, which together govern the rights and responsibilities with regards to equality and diversity in the workplace.

These policies were written at different times with input from different authors and we are told were the subject of negotiation with the Union. They are poorly structured, are very

difficult to follow and appear to have been amended in a way that alters meaning in an unhelpful way.

They are not consistent and in places contradict and duplicate each other. Given that a review is long overdue, these two policies should be reviewed together, and consideration given to bringing them together into one coherent document. The policies should then be embedded in learning and development training across AIUK.

One of the overall findings of our Inquiry is that there is a poor understanding of Equality Diversity and Inclusion and anti-racism within AIUK. This is evident in policies where many references to the legal definitions of discrimination as set out in the Equality Act 2010 are inconsistent, inaccurate and misleading. Of course, Equality and Diversity is more than simply understanding the legal framework, but it has to be primary building block of effective anti-racist and non-discriminatory employment policy and practice.

These policies set the ground rules for behaviours by all employees, volunteers and Board members in reference to Equality and Inclusion. They must be clear about the standards of behaviour expected, how those will be assessed and the consequences where they are not followed. The policies should demonstrate how AIUK's values and commitments are evidenced in behaviours designed to make the culture, tolerant, inclusive, non-discriminatory and welcoming for everyone.

Understanding the law is an important part of the ground rules for behaviours. What does discrimination look like? How can it occur and where? What data can be used to identify issues that need action? As the employer, AIUK is held legally accountable for damage caused by breaches of the law by an Employment Tribunal, therefore must ensure that Managers in particular, receive training on how to manage behaviour that is contrary to law. Part of that training should include the legal framework and how this is applied in the workplace. Employees also need to understand the standard of behaviour that is expected of them as part of a comprehensive induction programme. This should include how to resolve situations where behaviour has fallen below the standards expected.

RECOMMENDATIONS

In setting down these recommendations we are aware that AIUK will shortly be undertaking its mid-year2022 budget reforecast, and in autumn 2022 will be working on the development of its 2023 budget. Change without resources is not possible and therefore once all the key elements that need to be undertaken and changes that need take place are identified in each area, the programme is then costed. This will to a greater extent determine the prioritisation of some of the work. Below in the margins GHPO has identified what we consider to be 1st, 2nd and 3rd level actions that we hope will assist in this prioritisation process.

History and Legacy and Communications

- Develop a communication strategy to run the life of the programme that is authentic in its content and targeted in its delivery.
- AIUK must 'own' its history and stories. It needs to acknowledge them, reflect and learn from them and build on that learning to address the narrative and develop new approaches that reflect positive and welcome change.

Protectionism

- Dysfunctional Protectionism will be addressed by organisational learning.

Internal Activism

- Properly delineate internal and external campaigning - identify the role of each and where they sit in AIUK. Ensure that everyone is part of this process – this needs to be an organisation wide process.
- Dysfunctional internal activism will be addressed by dignity at work and learning.

Dignity at Work[46]

Review the entire approach to dignity at work by:

- Establishing a set of organisational values that have equality, dignity and respect clearly specified.
- values must relate to organisational function. values need to be reflected in policies and procedures, operational practices and approaches – including leadership and management approaches, and organisational structure. With respect to EDI, this will assist in embedding EDI and anti-racism.
- From this establish a set of core behavioural competencies to be tested at key stages in the employee journey.
- Create a behaviours framework.
- Initiate a suite of training programmes and support that are ongoing as necessary
- Ensure that leadership on this is clear and unequivocal. Empower staff and enable agency.
- Evaluate regularly and report through the management tiers to boards.
- Ensure that staff and activists and volunteers are included in reporting.

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[46] This should be read in conjunction with the section on the Dignity at Work previously in this report

Organisational Governance

- Address the wider OD issues.
- A Members and Trustees induction and learning programme needs to be developed along with a programme of annual Board Member/Trustee reviews of performance, and an overall Board effectiveness review.

IDEA Plan

- Ensure that the following changes to the IDEA plan
- It needs to be SMART

Training, Learning and Development

- There needs to be an assessment of knowledge, skill and capability gaps for current SMT members, with effective plans of development put in place, outcomes from which will be overseen by the Chief Executive.
- Executive coaching programme to be sourced and funded for standing members of SMT, along with a shadowing programme for LT members.
- Undertake TNA's and evaluate all EDI and other training interventions. Report on outcomes
- Provide training and development for everyone on the various forms of unlawful discrimination, how to recognise it, individual and organisational responsibilities to counter it in the workplace and the legal consequences for an organisation of not doing so.
- Ensure that managers receive specific training in Managing Diversity
- Consider very carefully the role of any future unconscious bias training. If this is undertaken be clear that it is part of a package of behaviour change and leads to clear participant actions for change. Evaluate results.
- Ensure that equality training focuses on the organisational expectations of certain behaviours coupled with the explicit explanations of what those behaviours will be, and how to acquire and apply them.
- Ensure that this is undertaken within a professional EDI function at AIUK.
- Review the Principle 8 management development programme to establish whether this would be an appropriate corporate learning programme in light of the skills identified in the strategic plan for future delivery ensuring it incorporates/supports the effective delivery of EDI framework across AIUK. Where this is not so, commission in consultation with People and Culture, LT and SMT an effective learning programme that includes how to manage across the range of diverse individuals within AIUK.
- An AIUK Managers' programme to be developed to provide clear guidance and understanding in the use and application of AIUK people policies, procedures and processes. This also to be offered to union representatives for consideration.

Governance of EDI Plans and Approaches.

- A clear statement of values needs to be drafted and implemented across all areas of work, process and practice in AIUK.

- Ensure that the governance of diversity, inclusion and anti-racist change programmes sit in the organisation's mainstream governance structures, where key organisational decisions are made and managed.
- Ensure that there is a finite 'Task and Finish' function to ensure that the strategy with its accompanying action plan is implemented, which will have the ultimate aim of full integration into the business.
- Development of a risk management framework for the programme within the brief for the OD specialist that is also assurance assessed as part of AIUK's audit management programme on an agreed basis of the life of the programme with appropriate impact assessments being undertaken. Also to include agreement on a clear reporting, analysis and recommendations for action format.
- Adopt transformational and coaching leadership approaches.

Equality Impact Assessments

- Ensure that the discipline of Equality Impact Assessments are embedded in the organisation.

EDI record keeping monitoring and analysis

- Provide training to improve the performance of EDI record keeping, equality targeting, monitoring and analysis.

Fair recruitment and selection

- All recruiters (Board and management levels) must receive thorough training in the entire process of recruitment and selection. This will cover not only the process to be followed but also the essential skills for recruitment, which in turn will include managing bias to ensure fair and just recruitment and selection.
- As a priority to undertake a review of current recruitment interviewing practice. This to be followed by the development of a training package for recruiting managers to incorporate agreed assessment of competencies. AIUK to establish as a standard that a anyone in a recruiting role cannot undertaken an interview until appropriately trained, where this proves challenging for AIUK, that the panel for recruitment consists of someone who has received the appropriate training.

Contract Compliance

- Equality contract compliance should be part of all external commissioning. This requires that those firms on the approved contractors list would have demonstrated their EDI credentials as a condition of being approved.
- Specifically in recruitment commissioning contracts must ensure that agencies commissioned to recruit on behalf of AIUK or who undertake some of the process, be required to show that they are EDI employers themselves and have the competence to provide equality monitoring data and analysis to the required commissioning standard.
- Commissioned investigators should be required to provide evidence of undertaking investigations in compliance with best practice, the law and the relevant ACAS Codes.

Black People at AIUK

Particular attention to be paid to the employment and retention of Black African and Black Caribbean staff at AIUK. To include:

- Ethnic monitoring and analysis of the 'Black' category and conducting follow up research on negative trends. This to include recruitment and promotion, learning and development, capability, sickness, discipline, grievance and exit and turnover, which should include a review of exit interviews. AIUK should pay attention to all patterns in the data - positive and otherwise – to ascertain the reasons for these patterns in relation to changes in policy or approaches and record these findings. This exercise should specifically highlight outcomes for Black men.
- Set an equality for the recruitment of Black African and Caribbean people and set it to increase incrementally over time, with careful monitoring of the impact of interventions and initiatives to attain equality for Black African and Caribbean people at AIUK.
- Review the decision to ask questions about schooling in the application process. Ensure the review is the subject of an EIA and reported at all management levels
- Use the Positive action provisions of the Equality Act to encourage specifically Black people to take advantage of opportunities for work.
- Work with local community groups with job boards to advertise roles at AIUK, and engage in local community employment initiatives.

Learning Organisation and Emotional Intelligence

- Consider very carefully and very seriously transitioning to a Learning Organisation within the wider context of becoming an Emotionally Intelligent one.
- Ensure that this is part of the brief for any appointment of an OD professional.

Organisational Action

- Measure the impact that all these actions collectively make on the progress towards anti racism – across all the various strategies – that is Learning Organisation – Emotional Intelligence, Dignity at work and IDEA.
- AIUK needs to create an effective communications strategy to execute throughout the programme and at key stages, such as quick wins. Quick wins also need to be staged and the whole programme adequately prioritised. On this point we would reiterate the need for such communications to be authentic.
- Regular performance review needs to be established as an organisational standard and needs to be reviewed to include core competencies around equality, anti-discrimination, standards of behaviour. This can incorporate the 4Cs model reviewed to align with AIUK's EDI expectations clearly set out in terms of appropriate action and outcomes for all levels (i.e. SMT/LT/Managers /Staff).
- they work more/most closely in a 360 degree format. Where this is possible within the current digital performance management system that is already available in AIUK, appropriate ground rules should be established to enable this.
- The outputs of the 360 degree feedback on key competencies in respect to leaders (SMT/LT) should be provided as part of their personal review for discussion and action with their respective line management.

- Departments/Directorates need to undertake reviews of current processes and practices to ensure they are not enabling or amplifying issue around discrimination and in particular racism.
- All staff and managers, following training in dignity at work need to practise challenging (calling out) colleagues where there are clear and or potential issues of racism, and or other forms of discriminations.

People & Culture

- Revisit the People and Culture Strategy up-date for current organisational strategy and programmes of change coming from the Inquiry and as appropriate, the EDI frameworks that exist.
- Following the review of people policies and procedures currently under way, work with HR colleagues to develop and implement a programme of learning for managers at all levels and briefing for staff and trade union representatives in the operation of organisational/corporate policies and procedures.
- Current induction and on-boarding programmes need to be reviewed for 'fit for purpose' and ensure they incorporate clear understanding around AIUK's position of EDI along with expectations of behaviour and conduct.
- Needs to put in place and professional learning programme for its team members and make use of free learning made available through CiPD and legal firms.
- HR should promote themselves as available to provide advice to employees or managers on interpretation of the policies and how best to resolve concerns before taking informal or formal grievances. This will involve 'mending bridges' open communications, more transparency and a firmer approach to the Union demands, in order to rebuild that trust.
- Human Resources should develop its knowledge and expertise to carry out its own investigations internally. Commissioning external consultancies to investigate grievances is an unnecessary cost, but also means that there is no knowledge transfer internally. We recognise that part of the reason external investigators were commissioned particularly around the Campaign grievances was the breakdown in the relationship between the BAME Network and the HR team. The BAME group members were mistrustful of HR and insisted the investigations be carried out by an independent BAME consultancy. The fact that a consultancy was BAME led seemed to be a deciding factor, rather than expertise and experience doing this kind of specialised work.
- Consideration should be given to HR training programmes, some of which are provided free by reputable law firms or CIPD sponsored training by ACAS.
- In the meantime until HR can build up its own in-house expertise, consideration could be given to inviting bids from consultancies to form part of panel of firms available to carry out complex grievance investigations when the case arises. The bid should include qualifications experience of conducting such investigations and references from organisations that have used their services for this type of commission previously.
- As a priority to undertake a review of current recruitment interviewing practice. This to be followed by the development of a training package for recruiting managers to incorporate agreed assessment of competencies. AIUK to establish as a standard that a manager in a recruiting role cannot undertaken an interview until appropriately

trained, where this proves challenging for AIUK that the panel for recruitment consists of a manager who has received the appropriate training and or a member of the People and Culture team.

- An EDI reporting framework needs to be put in place that incorporates current arrangements with final oversight and scrutiny by the Board.
- Review the staff survey to identify key benchmark questions to be used as an insight tool on impact of changes with staff, along with a clear communications programme incorporating set engagement events (either separately or as part of the Staff and Volunteers event) to provide opportunities for staff comment/feedback and reporting on action.

Quick Wins

- Board/SMT facilitated session on engagement for a free and frank discussion about issues and concerns to include what EDI vision should be and how/what would assist in re-establishing trust between the 2 executive levels. To include LT for part of session free and frank conversation about expectations between the executive level and senior operational managers.

- Board engagement session 2-3 times a year with open invitation to staff for Q&A and discussion on agreed key issues first being making EDI and Anti-racism a reality in AIUK.

- Recruitment to the Organisational Development Role
- Recruitment to the Learning and Development role
    - When this is done, set up EDI training for all staff, lead activists and Boards including Managing EDI for Managers
- Establish a governance secretariat to the Section Board
    - Then establish appropriate AIUK board Competencies for the excellent functioning of the board and a process for evaluation and review
- Ensure the 'Task and Finish' project management function is delivered to the IDEA Plan
- Training of People and Culture team (or the relevant individuals in the team) to:
    - Accurately record and analyse ethnic origin data
    - To set and use equality targets
- Training of all managers – which might start with People and Culture – to undertake Equality Impact Assessments
- Begin the process of reviewing AIUK values
    - From there, begin the process of revising the Dignity at Work Policy and approach,
- Set up a process for whole staff and volunteer briefing of this entire programme and communicate to staff and volunteers
- Pilot Action Learning amongst the Leadership Team. Ask for committed volunteers to set up a couple (2) sets and ensure that there is evaluation and reporting back through the management tiers to the Boards.

Key Risks and Mitigations

- There are currently 3 vacancies on the SMT which are in the process of being recruited to.

- o Dynamic of the new SMT - Development work will be required in addition to a clear statement from Boards regarding the programme in place to ensure direction of travel does not change.
- Failure to appoint OD Lead and L&D Specialists.
  - o There is a significant amount of infra-structure programming to be undertaken and someone is needed with the full range of skills and knowledge to assist with this process. The L&D lead will be critical to enabling learning and embedding.
- Hybrid working and its impacts.
  - o Hybrid working is impacting culture, team development and relationships as highlighted in the course of the co-creation phase. It required critical risk assessment prior to implementation; 3 months in, 6 months in and one year in before final approval.
- Incomplete programme delivery.
  - o We have emphasised the fact that to sustain such a programme means it cannot be treated like a campaign. The top 3 tiers of leadership will need to ensure that is sustained and fully delivered and embedded.
- Absence of strategic leadership from Board and SMT
  - o the key question to be asked is, what will happen if AIUK doesn't deliver as promised having raised expectation through preparation for change through the Inquiry and co-creation programme?

A member of staff made the following statement during the co-creation programme in relation to what AIUK should be looking to do which has relevance here, and that is '*learn from the past, live in the now, and prepare for the future.*

OUR CONCLUSIONS

AIUK is not vastly different from any other British organisation in relation to its approach to EDI hence it is not surprising at one level to evidence the existence of structural/systemic racism. However, AIUK like its sister organisations around the world and the International Secretariat is not just 'any other British organisation.'

Fundamentally the drive for AIUK in relation to its own internal operation has to be about equality, fairness, inclusion, anti-discrimination and social justice, because of what it stands for in Britain and the world, and what it seeks to achieve in Britain and the rest of the world, otherwise it becomes a glass house at which others are able to throw stones.

'*I don't believe AIUK will ever become an anti-racist organisation. I would just settle for it being a good employer*[47].' Being a good employer is an essential starting point in the journey towards becoming anti-racist, which is itself aspirational. In the combined 90 years plus of the GHPO team's involvement in EDI change management we have yet to come across a truly anti-racist organisation. However it is important that organisations on the journey out of institutional racism have a clear aspiration against which to judge their actions, commitments, approaches and outcomes of their programmes. Anti-racism requires determined, purposeful and directed action. Something that does not occur overnight.

It cannot be seen as a campaign which can be short-lived, and adrenalin driven. This requires focus and dogged action with clear milestones, critical review, actioned programmes, celebration of achievements, recognition and communication of outcomes.

This Inquiry undertaken by AIUK should be seen as a positive story to log in its memory banks to draw on for organisational learning.

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[47] Comment by a member of staff at a feedback session

APPENDICES

Appendix 1

OUTCOMES FROM CO-CREATION

LOOKING TO 2025: HOW WILL IT FEEL LIKE TO BE A PART OF AIUK

Group Sessions	What it will feel like	What will shape culture	Potential Risks
Boards	Inclusive/Representative/ diverse Community Accountable Empowered	Leadership Clarity of action and approaches to delivery of outcomes Dignity Learning Culture	Not knowing what we don't know/failing to challenge Right support not in place Not having full range of skills
SMT/LT	Happy Respectful Transparent Accountable Inclusive/Representative/ diverse Purposeful	Collaboration between SMT/LT More clear direction, less option and better leadership Clarity/Consistency/Confidence Rooted in rigor and evidence Absence of 'othering'/safe Network Management Dignity at work Learning organisation Professional management culture	AIUK easily distracted/not following through Current structure Not embedding new behaviours Boards/SMT/LT relationships Overcomplication
STAFF	Welcoming Non-hierarchical Transparent Accountable Inclusive/Representative/ diverse Safe/Supporting	Living the values Being a 'Good Employer' Clear understanding of EDI and anti-racism Professional management culture Assuming responsibility across the organisation, not just at SMT, to improve – accountability for everyone. Learning culture and sharing knowledge	Focus on the past/old stories myths and legends It becomes a box ticking exercise Trust remains an issue Governance skills Resources Fear of change and or doing things

	Professional Quick, agile and responsive Inspiring	Clarity and Consistency Consistent processes, practices and policies and approaches in their use Induction and better on-boarding 360 degree feedback – non-hierarchical way to hold people to account Performance management culture Dignity Community connected – proud to work for Amnesty Celebrating achievements Authentic messaging – route things in action not 'Spin'	wrong People leaving/People coming in Allowing activism to proliferate Hybrid working Inadequate training Lack of 'Buy-in' Unknowns

Appendix 2

RECOMMENDATIONS CROSS-REFERENCED WITH RELEVANT AIUK STRATEGIES AND PLANS

Relevant Strategy/ Plan Area	Amnesty International Strategy & Plan Roadmap	People & Culture	IDEA Plan
UK Staff & Governance	▪ We will enable managers to develop competency based skills to include effective equality, diversity and inclusion approached. ▪ We will enable the development of an inclusive culture taking account of the IDEA and other relevant frameworks and approaches from the EDI review undertaken ensuring accountability and dignity in the workplace ▪ We will enable the Boards to effectively undertake their role with emphasis on oversight, scrutiny and acting as a 'critical friend' while working in collaboration with the SMT in the delivery of the organisations vision, and values with respect to EDI ▪ We will develop, add to and include processes that will enable and enhance our understanding of internal equality, diversity and inclusion,		

Relevant Strategy/ Plan Area	Amnesty International Strategy & Plan Roadmap	People & Culture	IDEA Plan
	and put in place measure to ensure they are delivered. ▪ We will clearly define EDI as an organisational competence along anti-racism and how our vision will be realised and recognised		
Governance Risk & Compliance	▪ We will incorporate the oversight and scrutiny of our EDI change programme into our governance and audit programme, to provide appropriate oversight and assurance of delivery		
Lived Culture	▪ We will define what means to be a 'rights holder' as an employee in AIUK ▪ We will ensure that all our internal approaches, policies, procedures and processes are assessed for impact and action taken as appropriate ▪ We will enable our Boards, Leadership and Staff to understand the everchanging framework embodied in Equality Diversity and Inclusion along with what it will be to be an anti-racist organisation		

Relevant Strategy/ Plan Area	Amnesty International Strategy & Plan Roadmap	People & Culture	IDEA Plan
Diversity and Development of our People	- We will ensure as we deliver equality, diversity, inclusion and social justice as a community in the UK and around the world that this is appropriately reflected within the internal community of AIUK - Staff will understand the entity structure of Amnesty International UK, the independence of Amnesty International UK Section and Amnesty International UK Charitable Trust, and the implications of our structure for the delivery and resource allocation of our work through the implementation of a comprehensive, induction, briefing and communication programme. (In red added by GHPO) - Review of our current approaches to learning and development to ensure as appropriate, they include relevant aspects around equality, diversity and inclusion. - Ensure once EDI is bedded in we put in place a comprehensive		

Relevant Strategy/ Plan Area	Amnesty International Strategy & Plan Roadmap	People & Culture	IDEA Plan
	programme if learning around anti-racism, from all levels of the organisation from Board to front line and for our supporter/activist base through relevant education programmes.		
People & Culture - Add		▪ Ensure current policy and procedure reviews take account o and incorporate relevant EDI approaches, appropriate legal definitions and comply with best practice.	
People & Culture - Add		▪ Review the Principle 8 management development programme to establish whether this would be an appropriate corporate learning programme in light of the skills identified in the strategic plan for future delivery ensuring it incorporates/supports the effective delivery of EDI framework across AIUK. Where this is not so, commission in consultation with People and Culture, LT and SMT an effective learning	

Relevant Strategy/ Plan Area	Amnesty International Strategy & Plan Roadmap	People & Culture	IDEA Plan
		programme that includes how to manage across the range of diverse individuals within AIUK.	
People & Culture - Add		▪ People and Culture as a priority to undertake a review of current recruitment interviewing practice. This to be followed by the development of a training package for recruiting managers to incorporate agreed assessment of competencies. AIUK to establish as a standard that a manager in a recruiting role cannot undertaken an interview until appropriately trained, where this proves challenging for AIUK that the panel for recruitment consists of a manager who has received the appropriate training and or a member of the People and Culture team.	
People & Culture - Add		▪ There needs to by an assessment of knowledge, skill	

Relevant Strategy/ Plan Area	Amnesty International Strategy & Plan Roadmap	People & Culture	IDEA Plan
		and capability gaps for current SMT members, with effective plans of development put in place outcomes from which will be overseen by the Chief Executive.	
People & Culture - Add		▪ Regular performance review needs to be established as an organisational standard and needs to be reviewed to include core competencies around equality, anti-discrimination, standards of behaviour. This can incorporate the 3Cs model reviewed to align with AIUK's EDI expectations clearly set out in terms of appropriate action and outcomes for all levels (i.e. SMT/LT/Managers/Staff).	
People & Culture - Add		▪ Development of a corporate 360 degree framework that incorporates the organisational competencies ▪ To take account of the addition of identified	

Relevant Strategy/ Plan Area	Amnesty International Strategy & Plan Roadmap	People & Culture	IDEA Plan
		behaviours and approaches to EDI and practices for effective anti-racism.	
People & Culture - Add		▪ HR advisers should promote themselves as available to provide advice to employees or managers on interpretation of the policies and how best to resolve concerns before taking informal or formal grievances. This will involve 'mending bridges' open communications, more transparency and a firmer approach to the Union demands, in order to rebuild that trust.	
People & Culture - Add		▪ Human Resources should develop its knowledge and expertise to carry out its own investigations internally. Commissioning external consultancies to investigate grievances is an unnecessary cost, but also means that there is no knowledge transfer internally. We recognise that	

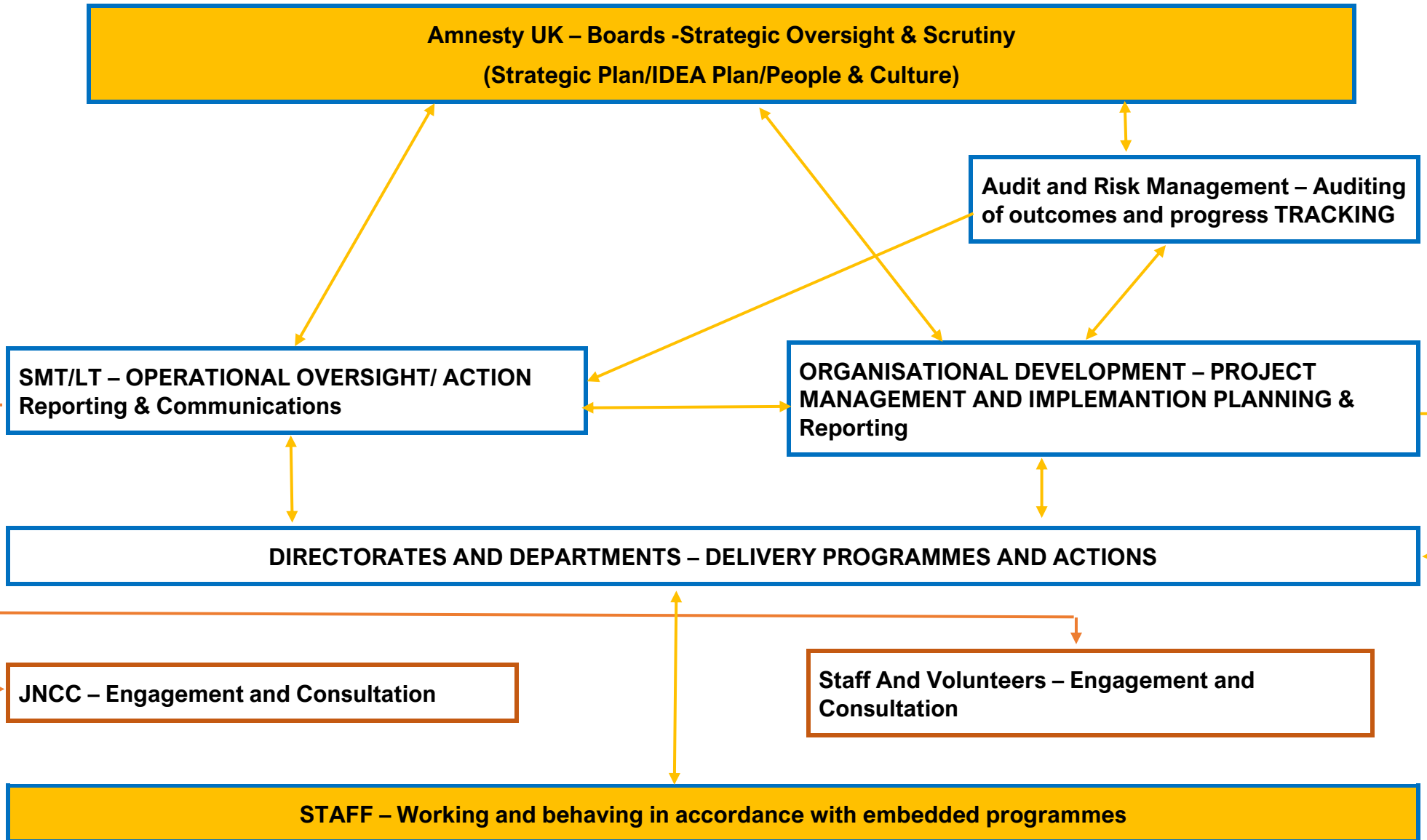| Relevant Strategy/ Plan Area	Amnesty International Strategy & Plan Roadmap	People & Culture	IDEA Plan
		part of the reason external investigators were commissioned particularly around the Campaign grievances was the breakdown in the relationship between the BAME Network and the HR team. The BAME group members were mistrustful of HR and insisted the investigations be carried out by an independent BAME consultancy. The fact that a consultancy was BAME led seemed to be a deciding factor, rather than expertise and experience doing this kind of specialised work. ▪ Consideration should be given to training programmes, some of which are provided free by reputable law firms or CIPD sponsored training ACAS ▪ In the meantime until HR can build up its own in house expertise consideration could be given to inviting bids from	

Relevant Strategy/ Plan Area	Amnesty International Strategy & Plan Roadmap	People & Culture	IDEA Plan
		consultancies to form part of panel of firms available to carry out complex grievance investigations when the case arises. The bid should include qualifications experience of conducting such investigations and references from employers.	
People & Culture - Add		▪ Ensure current policy and procedure reviews take account o and incorporate relevant EDI approaches, appropriate legal definitions and comply with best practice.	
People & Culture - Add		▪ We will undertake an 'back to basics' review of current approaches to delivery of AIUK's organisational people philosophy to ensure	
People & Culture - Add		▪ Put in place a revised procurement regimen for engaging , consultants for employee relations work, recruitment and selection	

Relevant Strategy/ Plan Area	Amnesty International Strategy & Plan Roadmap	People & Culture	IDEA Plan
		learning and development to ensure that they are aligned with the AIUK's aims and values and are able to deliver within a context that takes account of EDI and anti-racist practices.	
People & Culture - Add		▪ Review current on-line learning to ensure that it meets AIUK's requirements for inclusion of EDI as relevant to the learning package and recommission in line with revised procurement approaches where necessary	
People & Culture - Add		▪ Develop a comprehensive induction programme for new starters and all staff with less than 3 years' service currently with AIUK incorporating EDI approaches and practices and our vision for anti-racism	
People & Culture - Add		▪ We will undertake an 'back to basics' review of current approaches to delivery of	

Relevant Strategy/ Plan Area	Amnesty International Strategy & Plan Roadmap	People & Culture	IDEA Plan
People & Culture - Add		AIUK's organisational people philosophy to ensure ▪ Review current performance management approaches and digital platforms to look to incorporate relevant behavioural competencies at all levels around the delivery if EDI against which all will be assessed.	
IDEA Plan - Add			▪ Monitoring and Implementation of both the Dignity and Work and Equalities policies will both need to be redrafted in line with the IDEAs plan and the recommendations in this report.
IDEA Plan - Add			▪ Developing a Toolkit for Equality Impact Assessments for use in AIUK.
IDEA Plan - Add			▪ Working with the Data team review current equality data gathering and recording
IDEA Plan - Add			▪ Develop and approach and suite of targets on EDI

Relevant Strategy/ Plan Area	Amnesty International Strategy & Plan Roadmap	People & Culture	IDEA Plan
IDEA Plan - Add			• Begin to build in the programmes necessary to deliver the IDEA framework for AIUK with clear highlighting for actions by departments.

AMNESTY UK GOVERNANCE OF THE PLAN – Appendix 3

Amnesty UK – Boards -Strategic Oversight & Scrutiny

(Strategic Plan/IDEA Plan/People & Culture)

Audit and Risk Management – Auditing of outcomes and progress TRACKING

SMT/LT – OPERATIONAL OVERSIGHT/ ACTION Reporting & Communications

ORGANISATIONAL DEVELOPMENT – PROJECT MANAGEMENT AND IMPLEMANTION PLANNING & Reporting

DIRECTORATES AND DEPARTMENTS – DELIVERY PROGRAMMES AND ACTIONS

JNCC – Engagement and Consultation

Staff And Volunteers – Engagement and Consultation

STAFF – Working and behaving in accordance with embedded programmes

Terms of Reference

Call for Independent Advisers to conduct an Inquiry into racism at Amnesty International UK and advise on the transition towards becoming an anti-racist organisation

Background to and Purpose of Inquiry

Amnesty International UK (AIUK) would like to conduct a forensic examination and critical evaluation of its internal culture, in light of current and former staff members and volunteers sharing experiences of racial discrimination and of a culture of racism in the workplace at AIUK (the "Inquiry").

The purpose of the Inquiry is to enable AIUK to address the systemic issues and root out the practices that perpetuate racism. The role of the Independent Advisers is to inform and assist AIUK in taking the necessary steps to become an anti-racist workplace and organisation. The focus of the Inquiry should be on how racism manifests itself within AIUK, including the structures and cultures which enable it, and the measures which are necessary to address it.

The investigation should produce concrete actionable recommendations to make AIUK a truly anti-racist workplace.

Of those who have shared their testimonies of racism, a disproportionate number are people who identify as Black African, Black Caribbean and mixed Black. The Inquiry must look specifically at anti-Black racism, as well as racism more widely.

AIUK sees all forms of racism and discrimination generally, and anti-Black racism specifically, as an issue of human rights, justice, accountability, wellbeing, and impact. This is an urgent and existential matter for AIUK, requiring immediate action. Our mission requires us not only to expose and condemn racism externally, but also to root out all forms of racism from within our organisation and to ensure that our workplace culture and organisational structure supports this.

The investigation should be sensitive to other forms of oppression and discrimination that intersect with racism.

Scope of the Inquiry

1. **a forensic examination**,
   of the ways in which AIUK's policies, practices, culture and structure have contributed to racism or served as an obstacle to

addressing racism.

2. **a critical evaluation**,

including actionable recommendations and concrete proposals on the necessary steps to effect cultural and structural change, remove institutional obstacles to anti-racism and assist AIUK in becoming a truly anti-racist workplace and organisation; and

3. **advice on implementation as well as ongoing monitoring and periodic review, to ensure these steps are acted upon and followed up.**

In particular, the forensic examination should include:

a. as a starting point, the experiences of racism by current and former staff and volunteers of colour;
b. how specific incidents involving racial abuse (both overt and insidious) and direct racial discrimination were handled, including identifying whether they were handled correctly; whether any corrective measures are still possible, if they were not handled correctly; and what lessons can be learned for the future;
c. the role of institutional factors in perpetuating racism including organisational culture, structure, and leadership;
d. Board oversight and composition;
e. Recruitment, retention, attrition and career progression
f. how indirect racial discrimination may have contributed to racial inequality at AIUK, in particular any inactions by Senior Management, the HR Function and/ or the AIUK Boards such as:
   o failure to act properly and follow up on allegations of racism;
   o failure to monitor race equality and implement anti-racist measures;
   o failure to follow policies consistently that are designed to mitigate against racism;
   o failure to include people of colour as rights-holders in discussions about racism.

Data Sources

The Independent Advisers will be given unfettered access to all records and documents, hard copy and digital, that may shed light on the issues to be addressed, subject to confidentiality. This should include (but need not be limited to):

- relevant emails;
- relevant documents;
- relevant organisational policies and procedures;
- findings and recommendations from previous reviews;
- minutes of meetings that have a bearing on racism;
- SafeCall data and any other relevant information SafeCall is able to provide;

- data for staff, freelancers, agency staff and volunteers on:
  o pay gap;
  o diversity data, diversity call handling and measures to improve diversity;
  o recruitment, retention, attrition and career progression;
  o exit interview records;
  o grievances raised;
  o use of capability and disciplinary measures;
  o sickness and reasons for sickness;
  o distribution of fixed-term, flexible, temporary, outsourced and other insecure work contracts;
  o distribution of training and development opportunities;
  o distribution of acting up and secondment opportunities; and
    any other relevant metrics.

Past and present staff and volunteers will be invited and encouraged to give evidence. There will be no compulsion to do so or recriminations for choosing not to, though current members of the Board and Senior Management will be expected to. Interviews must be confidential and raw data should not be shared with AIUK.

The Independent Advisers will determine over what time period to collect evidence.

AIUK will share with the Independent Advisers a *"Rules of the Road"* document, setting out a working definition of racism for the purposes of the Inquiry; AIUK's expectations as to how the health, safety and dignity of all participants must be protected; AIUK's expectations on control of personal data and information; how findings should be reported and AIUK's expectations in terms of the output of the work and examples of key questions which AIUK hope to be answered in the context of the Inquiry.

Appendix 5

GHPO

Who we are:	Black, Female led consultancy, specialising in public, third sector and not for profits. Delivering integrated organisational development, change management and equality, diversity and inclusion strategies and programmes. We also provide along an array of people management, learning and development and employee relations support.

Our aims to work with organisation who have identified and are seeking to achieve their next challenge in equality, diversity and inclusion. We believe it is through the harnessing of the full range of capabilities that are found within any community that the organisation can achieve high performance potential the best outcomes. |
| **Our Approach:** | EDI – Change Management; where we have developed an effective programme based on the principals and practice of Co-Creation, engaging all those within organisations that we work with in a process of transformation and renewal.

We are committed enablers. We believe in being a 'good friend' that is an honest and critical friend; one that will challenge organisational thinking, call you out and stand with you in the face of doubters and detractors. We know that such organisational change and growth is not easy, and that it will require not just doing things differently but also sometimes sacrificing possible sacred/prized or much loved views, behaviours and beliefs and this can lead to periods of significant discomfort.

However our approach is not prescriptive but adaptive because there is not a 'one size fits all' way and we recognise that organisations, like people, are different and that difference can be enhanced to enable them to be their best. |
| **The Project Team:** | Davina Boakye – GHPO Director (HRM and OD Specialist)

Elaine Bowes – Principal Consultant (EDI and Learning & Development Specialist)

Sally Grubb – Associate Consultant (Employment Lawyer & Equalities Specialist)

Carol Saunders – Graphic Design – Front Cover

Chona Labor - Provision of diagrams 1-4 on recruitment and ethnicity statistics |