

INCLUSION, DIVERSITY, EQUITY AND ANTI-RACISM



IDEA: An action plan for Amnesty International UK

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

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

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

Sacha Deshmukh,
CEO, Amnesty International UK
December 2022

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IDEA Plan Introduction

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

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

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

We believe that human rights abuses stem from systemic inequality, which is not naturally occurring; it is intentional and purposefully perpetuated. AIUK has a responsibility to challenge and dismantle these systems

IDEA



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of oppression that perpetuate human rights abuses, which impact on minoritised groups in every setting, from local communities to the workplace.

Vision:

To achieve this, we will work to enable all our people to build an actively **antiracist, progressive and equitable movement that wins human rights victories through challenging and dismantling systems of oppression:**

- **Where all our people feel safe, trusted, supported and empowered to work with each other to deliver our vision**
- **That has an inclusive and diverse leadership and supporter base**
- **Which publishes, and is informed by, meaningful data, evidence and storytelling**
- **That campaigns, influences, advocates and mobilises with IDEA values at the heart of our human rights work**



2 Contextualising this Plan

To position AIUK – its people, spaces, and governance – to build the movement our vision statement describes, we are embedding IDEA actions across each area of the organisation – from investigating how best to structure our governance to lead this work to looking at the ways we communicate with our members and supporters. These actions have been informed by several stakeholder consultations, recommendations from the Global HPO inquiry into institutional racism, recommendations from the Moments of Resolution report as well as drawing on sector and global best practice in equity and inclusion. These actions are assigned to eight enabling workstreams. They are:

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

The importance of delivery of this plan, and the need to ensure proper prioritisation and accountability for delivery of the different actions in each of the workstreams, means that we have given responsibility for each area to a specific member(s) of the SMT, relating to their remit and expertise. Each of these workstreams acts as an enabler for AIUK to meet its strategic vision and key priorities. While the plan’s impact and vision statements will guide our priorities till 2030, the actions set out under each workstream are to be completed over the next two to three years, as a foundation for our work to continue to build on in the longer term. As these actions have been embedded into different directorates’ business plans, success

indicators for each action will be shared with stakeholders through a mid-year progress report, which will be published annually as this plan is being implemented and updated.

The IDEA plan is also designed to support the delivery of the Lived Culture aims in the Amnesty International UK Strategy 2022-2030. In particular, this plan supports the delivery of the element within the Lived Culture enabler that relates to being an organisation that is rights-respecting, inclusive and anti-racist, which is set out below:

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

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

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

3 Outcomes

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

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

Looking internally, we can measure and demonstrate our success in implementing equity-based solutions to our decision making and infrastructure whilst building a diverse and inclusive movement where all our staff, activists, volunteers and governance members feel a strong sense of belonging. These KPIs and success indicators are included as part of our wider business plan reporting to the Boards.

To achieve our vision, we will set out to achieve the following outcomes:

1. AIUK is a well-managed and well governed organisation.
2. AIUK’s people infrastructure delivers best practice in IDEA and is consistently applied across the organisation.
3. AIUK staff, volunteers, lead activists and governance members have the capacity, confidence and agency to live our organisational values and are happy in a welcoming and inclusive environment.
4. AIUK staff are able to be part of a strong and professional trade union shop that is respected by management and boards, and work together with them to have a strong and productive three-way relationship.
5. AIUK is accessible in its physical and digital spaces.
6. AIUK has a diverse base of staff, volunteers, lead activists and governance members (representation across relevant protected characteristics, geographically, socio-economically and politically).
7. AIUK gains the credibility, skills and knowledge to positively affect inclusion and anti-racism externally.

VISION

We will work to enable all our people to build an actively antiracist, progressive and equitable movement that wins human rights victories through challenging and dismantling systems of oppression;

- work with each other to deliver our vision
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OUTCOMES

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WORKSTREAMS



OWNERSHIP



▶ 4 IDEA Plan Actions

The actions below are allocated to 8 workstreams, each with an SMT Lead(s). The actions have been embedded to business plans for each department starting from 2023.

IDEA actions relating to People Processes

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

1. Commission an independent review of all AIUK people policies, delivering clear recommendations for updates/corrections to ensure policies are properly reflective of the law and progressive good practice.
2. Safeguarding policies to go through a specialist review, ensure they are updated to reflect recommended best practice, to include Safer Recruitment and DBS policies.
3. Update the policies/approach on how we engage with retail and HRAC volunteers (including policies of non-payment, as well as recruitment) to reflect best practice in IDEA.
4. Update policies/practices relating to the recruitment, renewal / reappointment and training of lead activists to reflect best practice in IDEA and enable the delivery of action.
5. Work with union shop to agree equality impact assessment approach to be applied to the consideration of any future updates to people policies / development of any required new policies.
6. Make the necessary improvements to secure level 2 Disability Confident Employer (DWP accreditation) and have successfully received accreditation by end Q1 2024.
7. Assess current skills in management to undertake investigations of complex cases and develop plan for the enhancement of such skills to build in-house capacity for investigations.
8. Assemble the appropriate panel of firms available to carry out complex grievance investigations when the case arises; in particular seeking investigators who have proven expertise in the investigation of grievances with race and other protected characteristics as factors in the complaint.
9. Update mental health support and current support/counselling provision ensuring appropriate support is place for people who have experienced trauma in the workplace for example because of discrimination or job role.
10. Current induction programmes need to be reviewed for 'fit for purpose' and ensure they incorporate clear understanding around AIUK's position on EDI along with expectations of behaviour and conduct.

11. Create an intersectional staff forum with accompanying clear and focused terms of reference (including those of diversity staff groups).
12. Work with the union shop to review and update as necessary the AIUK union recognition agreement.
13. Provide clearer guidance to managers on AIUK policy for supporting union reps in being able to dedicate appropriate time for union business.
14. Set targets for the recruitment of Black African and Caribbean people, people with disabilities and other minoritized under-represented groups (increase incrementally over time), plan for monitoring and reporting on this data.
15. Plan how the positive action provisions of the Equality Act can be incorporated into recruitment process (throughout the funnel), specifically in relation to areas of under representation relating to ethnicity and disability in the AIUK workforce.
16. Work with local community groups with job boards to advertise roles at AIUK
17. Agree a plan to engage in local community employment initiatives and explore opportunities for work placements.
18. Agree a plan and approach to embed apprenticeship opportunities into AIUK team structures.
19. Explore options for restricted funding on securing apprenticeships across the organisation relating to each department's remit and areas of work.
20. Strengthen our recruitment & selection methodologies and processes, with the aim of increasing diversity of applicants and creation of entry level opportunities to support access and delivery of the IDEA targets.
21. Develop and strengthen mechanisms for resolving complaints and concerns, including microaggressions.

IDEA actions relating to Governance

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

1. Improve quality and capacity of the governance secretariat to the Boards.
2. Update the terms of reference of the boards and movements' relevant committees to reflect proper oversight of IDEA outcomes and relationship between this sub-committee and the full boards on IDEA governance responsibilities).
3. Update Articles of Association and other governance documentation to assess/remove any barriers to inclusive & rightsholder participation.
4. Introduce IDEA impact assessments to AGM motions and resolutions. Reflect this in the Section standing orders.
5. Board members' and trustees' induction and learning programme needs to be improved and standardised

- ▶ (including suitable refreshers and updates on relevant learning on equity, inclusion and anti-racism).
- 6. Boards' development and training programme to increase boards members understanding of good practice in their roles and understanding of how to conduct themselves in a way properly reflective of AIUK values and expected behaviours, along with a programme of annual board member/trustee reviews of performance, and an overall board effectiveness review.
- 7. Define the IDEA related staff and volunteer data and information, and accompanying mechanisms and frequency, the sub-committees and full boards require for meaningful oversight and accountability and ensure resulting information flows into PCISC.
- 8. Define the IDEA related activist data and information, and accompanying mechanisms and frequency, the sub-committees and full boards require for meaningful oversight and accountability and ensure resulting information flows into Building a Powerful Movement Sub-Committee.
- 9. By end Q1 2023, ensure grant reporting enables the Trustees of the Charitable Trust to have oversight of the Trust's grants portfolio to understand EDI impacts and the geographic balance across the range of grants.

IDEA actions relating to Lived Culture

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

- 1. Work together to develop an updated set of organisational values that have equality, diversity and respect clearly specified, but extend beyond that to make clearer the expectations of acceptable and unacceptable behaviours.
Note: incorporates LC-2: Contribute to the definition of updated organisational values and behaviours such that those values properly reflect our IDEA commitments and ambitions.
- 2. Regular performance review standards and processes needs to be established and need to include core competencies around equality, anti-discrimination, and values and standards of behaviour. This can incorporate and build on the 4Cs model. AIUK's EDI expectations should be clearly set out in terms of appropriate action and outcomes within staff member's objectives / performance reviews, including learning and development needs (applicable to all levels of staff).
- 3. Support understanding of the values and behaviours with a clear training programme and positive reinforcement but also more consistent action if needed when behaviours are not adhered to.
- 4. Develop an IDEA impact assessment approach (including guidance and support) to be applied to [internal decision making – see 1.3.2.3],

- [campaigning], communications, and other core organisational functions.
- 5. Develop and roll out ongoing department specific guidance and training on the use of IDEA impact assessments, across various functions at AIUK

IDEA actions relating to Learning and Development

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

- 1. Deliver 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 Director of People & Culture and the Chief Executive.
- 2. Review the "principle "8 development programme to establish whether this is 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.
- 3. Agree and commission an effective and standardised learning and development programme for people managers This can incorporate the piloting of actioning learning among the SMT/leadership team.
- 4. Develop, pilot and roll out Inclusive Management training for people managers on good practice management approaches for supporting diverse teams and individuals.
- 5. Inclusive leadership programme to be designed and rolled out for members of SMT and Boards, along with a parallel programme for LT members.
- 6. Audit existing e-learning products through the lens of accessibility and inclusion.
- 7. Develop and cascade a programme of learning to all staff, 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.
- 8. All staff to have completed the core learning offer for equity, diversity and inclusion including learning on individual behaviour, allyship and inclusive practice.
- 9. Deliver and ongoing a lunch & learn programme of events and other initiatives aimed at building awareness, understanding and action of IDEA issues and good practice.
- 10. Work with the union shop to develop and implement joint management and trade union shop training (with relevant expert provider/s) focused on developing a strong, mutually respectful, working relationship.
- 11. Strengthen training support for union reps in understanding employment law, employment practices and procedures.

- ▶ 12. Include union representatives in training provided on implementation of the employment policies and procedures.
- 13. Union reps to develop a process for the training and on-boarding of new reps; all who undertake this role to commit to this.
- 14. Create and publish guidance on equitable access to development and career progression opportunities for our minoritised staff (particularly at more junior levels) as part of our wider People & Culture learning and development activities.
- 15. Explore options and agree implementation of a good practice approach for mentoring opportunities for minoritised staff, particularly at more junior levels.

IDEA actions relating to Data, Reporting and Infrastructure

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

- 1. Strengthen reporting mechanisms, information flows, accessibility and transparency of people related data (eg, recruitment, grievances, conduct, workforce data) to enable us to promptly identify trends and take remedial action while any groups are shown to be disproportionately affected.
- 2. Continue development of business planning process, building on improvements achieved in 2021 for the development of the 2022 business plan and budget, to support robust decision making on priorities and understanding of those decisions and who is responsible for making them across the organisation.
- 3. Update the procurement policy to support IDEA principles.
- 4. Have updated the Health and Safety Policy (including necessary negotiation as this is a policy specifically requiring negotiation with the union shop in the recognition agreement).
- 5. Review and update the Accessibility of AIUK Events and Physical Spaces procedure to meet current legal and best practice accessibility for people with disabilities; expand to cover all people (staff, volunteers, leading activists, governance members, members / supporters, members of the public).
- 6. Ensure that redesign/updates to AIUK offices meet best practice disability accessibility, carrying out any audits required to inform needs.
Note: incorporates (DRI-5) Apply the social model of disability to AIUK facilities.
- 7. Develop approach to surveying/gathering diversity data across the staff base and wider movement.
- 8. Source and secure first results from first wave of an updated staff survey.

- 9. Collect and publish (as well as agree approach and platform to publish) diversity data across the staff base.
- 10. Collect and publish (as well as agree approach and platform to publish) diversity data across movement representatives and appointed roles (governance members and lead activists).
- 11. Establish a mechanism to capture insights into inclusion (quantitative & qualitative).
- 12. Implement the Social Mobility Commission's approach to collecting socio-economic data as part of job-application diversity monitoring.
- 13. Agree improved transparency of publication of data relating to IDEA in key governance publications (eg in the Annual Report, in governance sections of the website); such as the publication in easily accessible public forums of our annual pay gap reporting on race & ethnicity and gender.

IDEA actions relating to Activism and Movement Building

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

- 1. Develop a plan to roll out IDEA related learning interventions and resources to lead activist and other movement representatives.
- 2. Update the activist code of conduct to better integrate IDEA values and update investigation/ accountability mechanism as needed.
- 3. Agree targets for increased diversity in our lead activist and movement representative roles.
- 4. By end Q2 2023, agree an approach for recruiting and supporting artists, influencers and other high-profile representatives that reflect IDEA values and movement priorities.
- 5. Reflect and embed IDEA principles in sourcing and establishing partnerships with other organisations and community groups.

IDEA actions relating to Fundraising and Communications

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

- 1. Update our brand design book and our brand editorial book to ensure all communication (digital and print) meets best practice accessibility standards.
- 2. Develop improved guidance for public facing teams (such as SCT and Digital) in dealing with racist and other discriminatory comments from supporters.

- ▶ 3. Update communications principles and guidelines to ensure IDEA commitments are clear. This work to be informed by an audit of some of our key campaigns and communications from the recent past, to understand where AIUK could, or has, either reinforced, or been most clear in aiming to dismantle, systems of racism and oppression.
- 4. Reflect the updated communications principles in the fundraising case for support and proposition, creative approvals procedure and creative checklist to ensure IDEA commitments are clear and embedded.
- 5. Audit AIUK website to ensure a diversity of the people we work for and with are increasingly represented in imagery and content in the plans for the updated site.
- 6. Design and implement an approach that ensures media spokespeople are more representative of the various lived experiences relating to our work.
- 7. Review and improve funding and partnerships screening criteria that reflect the communications principles and prioritise IDEA values.

IDEA actions relating to Campaigns and Advocacy

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

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