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# ***FREE TO BE ME*** **DIVERSITY & INCLUSION STRATEGY**

v0.1 Last updated November 2020

# Foreword

The journalist Afua Hirsch has written: *“You cannot get over a wrong without the wrong having been named, owned and acknowledged. You cannot change without articulating what needs changing”*.

The systemic oppression and injustice that permeates society across the UK also permeates Save the Children UK (SCUK)’s culture. Through this strategy we name, own, and acknowledge the wrongs experienced by our people, past and present.

Achieving change will require transformative cultural and structural shifts. Changing behaviour is not just about changing rules, important as that may be in some areas. It is about people with power and privilege acknowledging their part in the problem, listening to and learning from those at the sharp end of institutionalised oppression and injustice, and acting as allies for change.

Reflection on our history is also critical. We are an institution grounded in UK society. Last year we marked our Centenary. There was – and is – much to celebrate. Our founders took a stand for children. They defied national laws to defend children in desperate need of humanitarian support. Through their efforts, our organisation laid the foundation stone for what became the Convention on the Rights of the Child. Today we save lives, extend educational opportunity, protect children affected by war, and address some of the great injustices of our era.

But there is another side to the story. SCUK was formed in a country that was at the heart of the exploitation, injustice and oppression associated with slavery and colonialism. We have not spoken out about the legacy of those twin evils. Moreover, there are periods in our history when we either kept silent or stood on the wrong side of anti-colonial struggles.

This strategy sets out how we will work, with and learning from others, to correct this – both in the UK and as part of the wider Save the Children movement. Failure to play a full role in ‘decolonising development’ will perpetuate the myths and stereotypes so prevalent in narratives on development; and it will hamper our efforts to build a more diverse and inclusive culture.

We are enormously grateful to the Diversity & Inclusion Steering Group for developing this strategy, and to staff across the organisation for engaging in a vibrant consultation process. Our organisation also owes a debt of gratitude to our Staff Equalities Networks and Gender Hub for their tenacity and bravery in documenting experiences, engaging with colleagues, and demanding change.

This strategy is an important milestone in what has, and will continue to be, a long and difficult journey. But the journey has started – and there will be no turning back.



**Kajal Odedra, D&I Trustee**



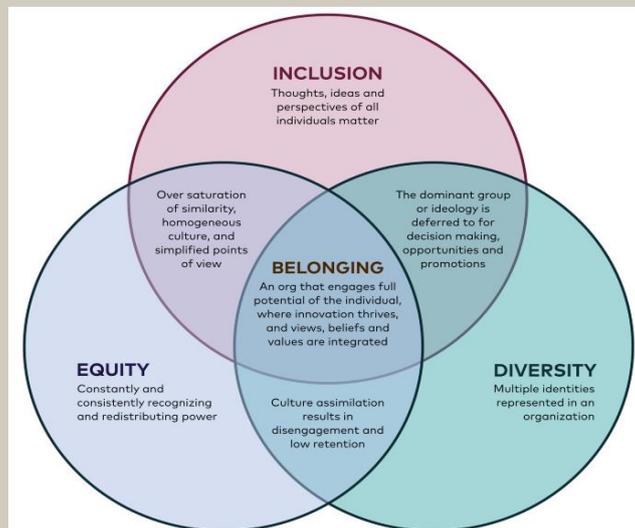
**Kevin Watkins, CEO**

# Before we start...

**Diversity** is the who and the what. It is the presence of variety and difference. More than demographics and visible characteristics, diversity is about difference in its fullest sense, encompassing where we were born and raised, our identities and history, our experiences, and the way we think and feel.

**Inclusion** is the how. It is the behaviours and actions that signal to each of us that we are welcomed and valued regardless of our backgrounds and differences. When inclusion is present, we all have fair access to opportunities and resources.

**Equity** is the process of being fair to all people, according to their respective needs. This might mean treating people differently to account for historical and social disadvantages. Equity leads to equality.



Source: <https://medium.com/@krysburnette/its-2019-and-we-are-still-talking-about-equity-diversity-and-inclusion-dd00c9a66113>

**Equality** is the absence of discrimination. It is promoting fairness by treating everyone the same, while recognising that equal opportunity without equity can perpetuate unfair and unjust outcomes.

**Power** is influence, authority or control over people and/or resources. In the Diversity & Inclusion (D&I) context, power tends to be held by dominant groups and can be exercised at an individual and/or institutional level.

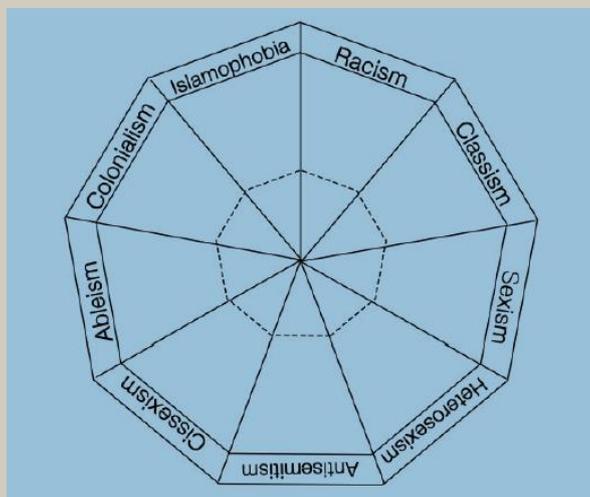
**Privilege** is unearned social power accorded by the formal and informal institutions of society to all members of a dominant group. It is usually invisible to those who have it because we are taught not to see it, but nevertheless it puts them at an advantage over those who do not have it.

**Prejudice** is attitudes and feelings that are learned and internalised via socialisation and culture. It refers to prejudgment about members of groups to which we do not belong, based on limited contact and limited knowledge of this "other" group. It feeds off and fuels stereotypes.

**Discrimination** is the action that comes from prejudice, and makes choices based on stereotypes and prejudgements.

**Systemic oppression** is Prejudice and Discrimination + Power. It holds down a group of people by harnessing prejudice and discrimination within ideological, legal, social, and day to day contexts that are rooted in historical, institutional and structural forms of power.

### Forms of systemic oppression:



Source: [Fearless Futures](#)

**Institutional racism** refers to the ways in which institutional policies and practices create different outcomes for different groups. The effect is to create advantages for white people, and oppression and disadvantage for people from groups classified as people of colour.

**Anti-racism** is the work of actively opposing racism by advocating for changes in political, economic, and social life.

**Colonialism** can be defined as some form of invasion, dispossession and subjugation of countries, territories and/or people, leading to institutionalised inequality. Ongoing and legacy colonialism impact power relations in most of the world today.

**White saviour** refers to a white person who provides help to non-white people in a self-serving manner. Writer Teju Cole coined the term white saviour industrial complex, saying that it “is not about justice. It is about having a big emotional experience that validates privilege”.

**Intersectionality** is the way people’s social identities overlap. It is important for understanding the ways in which forms of inequality can exacerbate each other: for example, Black women are both Black and women, but because they are *Black women*, they experience a specific type of discrimination that Black men or White women might not.

**Microaggressions** are the everyday slights, indignities, put downs and insults that marginalised groups experience in their day-to-day interactions. They present as an innocuous comment or behaviour, but have the impact of highlighting a person’s “difference” from the dominant group. Microaggressions can occur anywhere - from non-Black people clutching their bags when Black people pass by on the street, to a heterosexual person at a party assuming two LGBT+ people would get along, purely due to their mutual queerness.

**Protected Characteristics:** The Equality Act protects people against discrimination on the basis of nine protected characteristics: age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race including colour, nationality, ethnic or national origin; religion or belief; sex; sexual orientation. Legislation in Northern Ireland also includes the characteristic of political opinion.

More definitions can be found [here](#).

# 1. Background

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Save the Children UK (SCUK) was founded to defend the universal rights of children, including the right to equity, respect, and dignity. This is what we stand for as an organisation and a global movement – and it is the standard we must hold ourselves to, both in our organisational culture and in the work we do with and for communities around the world.

Our Diversity & Inclusion (D&I) strategy aims to build equity and inclusion for, and improve the experience of, our colleagues from marginalised communities. It will address deeply ingrained attitudes, practices, and power relationships, including the beliefs and behaviours that perpetuate systemic oppression, discrimination and inequity.

However, in our desire to create bold change, we also need to acknowledge where we are starting from. In the course of our history, we have sometimes failed to act on our founding principles. It will require patience, dedication, transparency and a commitment to learning and unlearning to become the organisation we wish to be, particularly as we are considering deep-rooted issues and challenges.

## **What is the state of play?**

We have learnt from our people's experiences, and internal reports and evidence, that:

- ❖ Institutional racism exists within UK society, the charity sector and our organisation
- ❖ Sexual harassment and sexual exploitation are real threats – and, as an organisation, we have witnessed first-hand the impact of male power and privilege and toxic masculinity
- ❖ We have inconsistent data, which is an issue in itself – but we still know that we lack diversity in many areas and gaps in our knowledge of people's experiences
- ❖ We are not inclusive enough: too many of our people experience our culture as unsupportive, disrespectful, or outright discriminatory, particularly our colleagues who are People of Colour (POC), and within this group our Black colleagues; our colleagues who identify as lesbian, gay, bisexual or transgender (LGBT+); and our colleagues with disabilities
- ❖ Our approach to our external work often reflects a white saviourism mindset which reinforces stereotypes, perpetuates colonial mindsets, offends our people, and misrepresents what we do.

## **How did this come about?**

In May 2020, our CEO Kevin Watkins created and sponsored a D&I Steering Group to produce a multi-year, cross-organisational D&I strategy, based on staff engagement, learning from feedback shared over the past 3 years, and the Shale Review<sup>1</sup>.

To deliver this and ensure it is based on the expertise and experiences of our people, our Steering Group has comprised individuals from Global Programmes, Fundraising & Marketing, Policy, Advocacy & Campaigns, HR, and Finance, with advice and support from members of the CEO team. We have worked with D&I expert Dee Jas to produce the first draft of the strategy and then with external agency Fearless Futures to incorporate all of the feedback we received,

Engaging with our people, particularly with their lived experience and expertise, has been an incredibly valuable part of this process. In September 2020, we gathered feedback on a draft version of this strategy via a range of channels. 48 of our colleagues responded to our anonymous survey, and we held 9 divisional drop-in sessions, 3

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<sup>1</sup> In 2018, SCUK commissioned an independent review of our workplace culture - the [Shale Review](#) and [subsequent 2019 progress report](#) – in response to concerns raised by our people and a Charity Commission inquiry. The recommendations were integrated into the Stronger programme, which ran in 2019.

career development sessions, 2 sessions with staff equalities networks, and sessions with Executive Directors and trustees.

### **What is the structure of the strategy?**

We have reviewed the data available to define a vision and the problem statements this strategy must respond to if we want to create the type of organisation we describe by 2024. They are designed to be enduring, broad and ambitious, and guide our actions.

We have then outlined three pillars for action linked to the problem statements, each with specific workstreams and key performance indicators to measure success.

### **Which internal reports and evidence have we referred to? How does this link to other work?**

We have drawn heavily on the: [2018 Shale Review](#) and [2019 progress report](#), [2018-19 Stronger programme](#), [2018 Out at Save LGBTI+ Allies Report](#), 2019 Gender Hub report, [2019](#) and [2020](#) staff surveys, [2020 Ethnic Diversity at SCUUK report](#) and our [gender equality policy](#).

In addition, this strategy has been developed in close consultation with our People & Culture and Pillar Board leads. During the implementation phase, the intention is to bring all of our D&I work together under one umbrella, to be led by our recently appointed Director of D&I and their team.

We want to acknowledge our [gender equality policy](#), which was adopted in 2017, and includes commitments relating to our organisational culture, recruitment, training, core competencies and fostering a safe gender-sensitive working environment. We recommend that this policy is brought together with our D&I work and operationalised alongside it.

**A note on data:** *We know that we have data gaps in relation to the experiences of marginalised groups. We have taken the approach to focus on the data we do have and finding commonality between the needs of different groups, applying an intersectional lens where possible. By designing interventions for a critical mass, we believe we can make important gains in driving diversity and inclusion. We will continue to seek data and iterate upon our action plan throughout the duration of this strategy. This agile approach will help us direct our efforts to creating the most positive change for all.*

*We are also aware that data plays a role throughout the action plans and KPIs. This will require careful consideration regarding how data is being collected and analysed. We suggest that surveys are always triangulated with other methods that allow for more in-depth testimony to be gathered, such as focus groups and interviews. This will enable SCUUK to gather better quality data regarding the more intangible experiences of systemic oppression and inequity that surveys are not always able to capture. It will also help to validate what is being expressed in the surveys and to actively over index for the experiences of those from marginalised groups..*

*Above all, we need to build trust with our colleagues, so that they feel comfortable sharing this data and being open, honest and themselves.*

# 2. Scope

## Who is this strategy for and about?

This strategy will prioritise building equity and inclusion for marginalised groups who face systemic oppression.

**Marginalised groups who face systemic oppression:** people of colour, self-identifying women, people within the LGBT+ community, people with disabilities, communities impacted by colonialism (in the UK and beyond), Jewish and Muslim people, and working class people.

We know that racism exists within our organisation, and a clear call for change has been articulated by the *Ethnic Diversity at SCUUK* report. The Black Lives Matter movement made clear that this is an increasingly pervasive issue in society, and [#CharitySoWhite](#) have pointed to the issues within our sector. Much of this strategy is in response to these issues, and embeds our [commitments to solidarity and anti-racism](#).

In addition, our most [recent all staff survey](#) told us that our LGBT+ colleagues and colleagues with disabilities feel excluded. Our Gender Hub colleagues have been carrying out incredibly important work on gender equality both internally and externally. We acknowledge all of these groups and those for whom we don't (yet) hold data. Whilst different groups face different challenges, all of them have inequitable access to power, opportunity and belonging, both inside and outside of SCUUK; and most of them have similar underlying dynamics and logics that - if disrupted - will benefit all.

The feedback we have heard points to some of our colleagues experiencing prejudice and discrimination. This includes our EU colleagues, colleagues who are parents and particularly single parents, and also covers political affiliation. We are concerned to hear about these experiences, and recommend the organisation gathers further data and feedback on them, and strengthens our Code of Conduct.

## Is this a workplace culture or decolonisation strategy?

It is both. We want to embed considerations of diversity, inclusion and equity into everything we do, both internally and externally. Our strategy is weighted towards the internal (pillars 1 and 2) because we have a lot to reflect on and do to get our own 'house in order'. We have included some thoughts on decolonising development and changing the way we work externally (pillar 3) because, as a global child rights organisation, we owe it to the children and the communities we work with and for to address – as a 100 year old British INGO – the legacy of colonialism in the UK and our own organisation

There is a lot of thinking going on in SCUUK, the wider movement and the sector on the issues we raise as part of pillar 3. We hope that the action plan under this pillar, which is the least developed, can be further refined in close consultation and collaboration with colleagues across the organisation, movement, and sector.

## What are our timelines and deadlines?

We have written this as a 2020-24 strategy and pulled out key performance indicators (KPIs) and priorities for year 1 in our action plan, recognising that these will be refined during implementation.

This is a living strategy that will evolve as we listen, learn and act, from understanding what is working effectively to the challenges we encounter along the way. Although the changes required of the wider system and our organisation will take time, we believe we can make rapid progress on this strategy, starting now.

**This strategy has been a long time coming, and we are grateful for the numerous times our people have shared their lived experiences with us, asking and encouraging us to do better.**

# 3. Vision & Principles

## Our vision:

Learning from others and reflecting along the way, we will disrupt the systemic oppression and injustice that exists in our organisation and in the communities we work with and for. No-one should be left behind.

Each of us will be fully seen, heard and valued. Our differences will be welcomed and celebrated. We will speak up, speak out and treat each other with dignity and respect. Everyone will have an equal chance to succeed – and everyone will feel “*free to be me*”.

## Our principles:

- ❖ **Intersectionality:** We need to apply an intersectional lens as needed, recognising that many colleagues face interlocking disadvantages linked to gender, race, sexuality and disability.
- ❖ **Accountability:** Each and every one of us must take accountability for our behaviours and actions on a day to day basis.
- ❖ **Transparency:** We want to be transparent in the progress and the mistakes we make to ensure that we are always learning, and unlearning.
- ❖ **Authenticity:** We will collaborate with others, internally and externally, and constantly check back with (without overloading) our marginalised colleagues and communities to ensure our actions are rooted in authenticity.
- ❖ **Transferring power:** As a large INGO, we possess a huge amount of power and privilege – we need to share and give this up and back to our people and to the communities we work with and for.
- ❖ **Self-reflection:** We will constantly pause, reflect, learn, unlearn, and deeply interrogate who we are and what we do.

# 4. Priorities

We have identified<sup>2</sup> three problem statements, leading to three strategic pillars that are needed to deliver on our vision and create the change we want to see – and be. These will be used to prioritise action and will exist through the life of this strategy.

**Problem statement: We are not inclusive in culture or structure.**

At any one time, 20-30% of the organisation feels excluded in some way because they belong to a marginalised group<sup>3</sup>. This is down to a combination of individual acts (e.g. microaggressions) and cultural/structural issues (e.g. oppression) which must be addressed. In addition, our words, policies and protocols are often misaligned with our actions, negatively affecting the experience of our people at SCUUK.

## **Pillar 1: Building an inclusive and equitable workplace<sup>1</sup>**

We want everyone to feel seen, heard and valued and to be their authentic self without fear.

To get there, we will remove the barriers that hold back marginalised groups from progressing and succeeding in the workplace. We will listen, learn and practice allyship with colleagues facing systemic oppression. And we will create safe, brave, welcoming spaces.

We need to take action to...

- ❖ *Prioritise learning and development on the systemic issues of oppression, power, and privilege.*
- ❖ *Create a culture of active allyship where the norm is to seek challenge, listen, learn and grow*
- ❖ *Hold ourselves and each other accountable when things don't go well.*

**See p11 for detailed action plan.**

**Problem statement: We are not representative of the communities we work with and for in the UK.**

Our data tells us that our workforce has a majority: namely heterosexual, non-disabled, “middle class” (university-educated and/or from wealthy backgrounds) White women in their thirties. This profile is a symptom of bias and discrimination, which both reflects and reinforces wider structures of systemic oppression and inequity, and which we must address to build a truly diverse and inclusive workplace in the UK.

## **Pillar 2: Tackling underrepresentation of marginalised groups**

We want to be reflective of the communities we work with and for in the UK.

To get there, we will examine our policies, processes and systems, with a focus on career progression

<sup>2</sup> These problem statements are based on the quantitative and qualitative data we have gathered and feedback from our people (see p6).

<sup>3</sup> We recognise that our data is incomplete and doesn't provide a full picture of the oppression that many groups face.

and pay equity. We will improve diversity across our workforce through better hiring processes and new entry pathways to the organisation. And we will seek to close our data gaps.

We need to take action to...

- ❖ *Review and de-bias our policies, processes and systems*
- ❖ *Diversify our workforce to reflect the communities we work with and for in the UK*
- ❖ *Build trust with our people to close our data gaps.*

**See p12 for detailed action plan.**

**Problem statement: We need to interrogate who we are and what we do, in light of our history and aims.**

Save the Children was founded in the UK, which has been a dominant force in the slave trade and imperialism. Looking back at our 100-year-old history, we did not challenge any of this – and in some cases we were and have been complicit in colonial oppression. And, through our communications, narratives and imagery, we have reinforced and perpetuated colonial and racist stereotypes, including through white saviourism.

### **Pillar 3: Decolonising development and the way we work**

We want to act with ambition tempered by humility and deep reflection to correct the imbalance that comes from the legacy of our history, recognising that SCUK has been part of the problem.

To get there, we will champion the decolonisation of development, ensuring our advocacy and programme are inclusive of all children: from the way we carry out and speak about our work, to tackling white saviourism and the power dynamics this presents. We will be pragmatic in the steps we take as we learn and build on these to be better. And we will do all of this in consultation and participation with the children and communities we work with and for; our colleagues in country offices and across the global movement; and our sector and partners.

We need to take action to...

- ❖ *Review our programming, applying an intersectional, inclusion lens on the work we do with communities and children*
- ❖ *Review the way we work with partners and funders to ensure alignment with our aims to decolonise development and practice anti-racism*
- ❖ *Review our advocacy and communications, removing white saviourism and the white gaze and diversifying our audience.*

**See p13 for detailed action plan.**

# 5. Action plan

The vision, principles and problem statements are the foundation and drivers of our strategy. From these we have focused on measurable actions and performance indicators, prioritising year 1 of this strategy for most of these.

To ensure clear lines of accountability, we have set single divisional or pillar board leads. As a result, accountability for many of the actions sits with HR (and the incoming Director of D&I). However, we expect there will be a huge amount of collaboration across divisions and teams – see p15 on governance for more on this.

**We have highlighted priorities in grey throughout the action plan, focusing on the most urgent (based on feedback) actions and those that have the most potential to be catalytic.**

## Lessons learned

We are aware that, as well as ensuring we learn as we go, we also need to learn from our past mistakes. These include:

### Resourcing

- ❖ **Lesson:** We have not resourced D&I-related work substantially, or set up D&I-related roles to succeed.
- ❖ **Next step:** We have completed recruitment for a Director of D&I and have a D&I project manager in role to support with delivery. We will also be allocating an overall D&I budget geared towards delivery of internal and external elements of the D&I strategy, and a discrete budget for the D&I Director.

### Accountability

- ❖ **Lesson:** Without an overarching cross-organisational strategy in place, activity has been scattered and unfocused.
- ❖ **Next step:** Under this strategy a formalised and central governance structure will ensure transparent and clear accountability, joining up D&I and People & Culture (P&C) work. The Executive Leadership Team (ELT) have also embedded accountability for delivery against this strategy as part of their performance objectives.

### Wider sector barriers

- ❖ **Lesson:** As a large INGO, we operate within systems that are inherently oppressive.
- ❖ **Next step:** We will collaborate with others within the sector and movement on how we can create systemic change.

## Problem statement: We aren't inclusive in culture or structure

### ACTION PLAN Pillar 1: Building an inclusive and equitable workplace

Actions	Deadlines and leads
<p style="text-align: center;"><b>KPIs for year 1 (2020-2021)</b>            D&amp;I programme up and running for managers and leadership with 100% take up by Q4 2021            100% of CSLT members have inclusion action plans by Q4 2021            100% of our people have D&amp;I objectives by Q2 2021            % increase in Inclusion Survey scores by Q4 2021</p>	
<p><b>Prioritise learning and development on the systemic issues of oppression, power and privilege</b></p> <ol style="list-style-type: none"> <li>1. Implement a D&amp;I-specific education programme that encompasses and builds on our existing training/workshops (e.g. workplace behaviours, people manager expectations framework, gender equality e-learning module)</li> <li>2. Embed inclusive management (i.e. challenging inequity and poor behaviours), with inclusion action plans for CSLT</li> <li>3. Consolidate and launch an annual series of existing and new D&amp;I events</li> </ol>	<ol style="list-style-type: none"> <li>1. Scoped out and launched for managers and leadership (to start with) by Q4 2021 (External; HR-led)</li> <li>2. Scoped out and launched by Q4 2021 (HR)</li> <li>3. Embedded by Q4 2021 (Transformation)</li> </ol>
<p><b>Create a culture of active allyship where the norm is to seek challenge, listen, learn and grow</b></p> <ol style="list-style-type: none"> <li>4. Publish our commitment to and strategy for D&amp;I on our external site and/or create an external D&amp;I page</li> <li>5. Review and invest in our well-being and mental health services to ensure they effectively support marginalised groups, acknowledging the effects and trauma of systemic oppression</li> <li>6. Launch a mentoring and sponsoring programme for marginalised groups, piloting with POC, LGBT+ and disabled colleagues</li> <li>7. Invest in the development of Staff Equalities Network Chairs, focusing on cross-network ways of working to provide intersectional perspectives</li> </ol>	<ol style="list-style-type: none"> <li>4. Published by Q4 2020 (F&amp;M)</li> <li>5. Recommendation in Q1 2021 (HR)</li> <li>6. Scoped out and launched by Q2 2021</li> <li>7. Recommendation in Q1 2021 (HR with ED sponsors)</li> </ol>
<p><b>Hold ourselves and each other accountable when things don't go well</b></p> <ol style="list-style-type: none"> <li>8. Ensure all of our people have D&amp;I objectives, including on anti-racism and feminism</li> <li>9. Design a bespoke, fit for purpose Inclusion Survey that is carried out bi-annually. The first one should be considered a benchmark/'pre-survey', and include questions regarding the timeliness of and satisfaction with grievance processes.</li> <li>10. Establish a pool of trained, independent investigators organisation to address grievances relating to harassment and/or discriminatory behaviour.</li> </ol>	<ol style="list-style-type: none"> <li>8. 100% of our people have D&amp;I objectives by Q2 2021, in line with the performance cycle (HR)</li> <li>9. Launched Q1 2021 (External; HR-led)</li> <li>10. In place by Q3 2021 (HR)</li> </ol>
<p><b>Linked to ELT solidarity commitments:</b></p> <ul style="list-style-type: none"> <li>• We will set and publicise our June diversity baseline and publish our diversity data every six months. We will break down our data so that we can interrogate the intersections between different characteristics in terms of who joins, stays in, is promoted in our organisation. We will publish on our website our BAME pay gap and commit to narrowing it by the end of the year. We will formalise acting up and stretch opportunities and ensure transparent competition for them.</li> <li>• We will introduce a specific leadership programme for communities who are under-represented in Save the Children as a whole, and, in particular at leadership level, including Black people and people of colour, working class people and people with disabilities.</li> <li>• We will challenge ourselves and disrupt our thinking and actions to learn (and unlearn) more and to fulfil the commitments above without depending on the labour of Black colleagues and colleagues of colour. We will, however, continue to be accountable to our Black colleagues and colleagues of colour. We will actively intervene as individuals and as a group to disrupt harm and to ensure that all of our policies, processes and governance reflect diverse perspectives and protect people from harm.</li> <li>• We will publish on our website what we are learning once a quarter and actively seek internal and external challenge about our blind spots and areas where we have fallen short of our aspirations, or where our own account of progress made doesn't tally with the experience of colleagues of colour.</li> <li>• We will embed these commitments in our own personal objectives and the accountability and reporting mechanisms for our Board of Trustees.</li> </ul>	

## Problem statement: We aren't representative of the communities we work with and for in the UK

### ACTION PLAN Pillar 2: Tackling underrepresentation of marginalised groups and equitable workplace

Actions	Deadlines and leads
<b>KPIs for year 1 (2020-2021)</b> 25% of ELT from POC communities <sup>4</sup> by Q4 2021 25% of CSLT from marginalised groups, prioritising POC, by Q4 2021 Mean and median gender and ethnicity pay gaps narrowed by Q4 2021	
<b>Review and de-bias our policies, processes and systems</b> 11. Conduct an inclusivity audit of all policies and practices across SCUUK, prioritising recruitment and performance management to start with, to make them more equitable and bias-free 12. Review disability related provisions as part of HR policies <sup>5</sup> 13. Ensure the Career Development Framework and associated development offer take an equity-based approach in the design and delivery of interventions <sup>6</sup>	11. Audit completed by Q2 2021, recommendations acted on by Q4 2021 (HR/Transformation) 12. Reviewed and changes in place by Q4 2020 (HR) 13. In place by Q1 2021 (HR)
<b>Diversify our workforce to reflect the communities we work with and for in the UK</b> 14. Conduct and publish a diversity audit of our leadership (covering our Board of Trustees, ELT and CSLT) 15. Build entry pathways into the organisation, considering work experience, paid internships, and apprenticeship and graduate schemes, working with existing partners/organisations on all of these	14. Audit and recommendations shared by Q3 2021 (HR/Transformation) 15. Recommendations in Q1 2021, at least one scheme launched by Q3 (HR)
<b>Build trust with our people to close our data gaps</b> 16. Prioritise completion of exit interviews with colleagues from marginalised groups 17. Continue to publish our gender pay gap and ethnicity pay gaps and action plans and, as we improve the quality of our data, consider what further action is needed 18. Devise and implement a diversity data approach across relevant HR systems/touchpoints	16. Ongoing (HR) 17. Ongoing (HR) 19. In place by Q2 2021 (HR/Transformation)
<b>Linked to ELT solidarity commitments</b> <ul style="list-style-type: none"> <li>We will ensure our people and culture work dramatically improves our diversity and inclusion at all levels of the organisation but particularly at our Executive Director and Director levels, where decision-making power is concentrated.</li> <li>We will ensure all of our policies and practices, particularly those relating to line management, create the conditions for racism and microaggressions to be raised and resolved.</li> </ul>	

<sup>4</sup> We have focused on POC communities here and for CSLT in response to the *Ethnic Diversity at SCUUK* report and in line with the ELT solidarity commitments.

<sup>5</sup> This is an outstanding action from the 2018 Shale Review.

<sup>6</sup> Following a series of career development workshops as part of this strategy development process, we have gathered a selection of recommendations, which will be shared with the HR team and incoming D&I Director to reflect and act on.

## Problem statement: We need to interrogate who we are and what we do, in light of our history and aims

### ACTION PLAN Pillar 3: Decolonising development and the way we work

As set out in the section on scope, this pillar is the least developed. We need to refine it, working with colleagues in our World Class Impact Pillar Board and across the movement and our sector. We also need to accept that progress might be slower under this pillar, because to authentically and legitimately create transformative change we will have to start from a place of deep reflection and exploration, learning from others and unlearning 100 years of history before we can reimagine who we are and what do. If we want this pillar to drive sustained and transformational change we need to look at every aspect of our business model and way of operating before diving into tactics.

We have set out some initial priorities for year 1 of this strategy, but recommend a subgroup is set up to lead on this work, working closely with the D&I Director, and that by the start of the 2022-24 strategy period we have a position paper and associated action plan that sets out how we will progress this work.

We are aware that the power dynamics, language and assumptions of the domestic charity sector also need to be disrupted and we will constantly test whether any progress we make in the specific work of decolonisation holds any lessons for how we can redistribute power to children and communities in our UK work too.

Actions	Deadlines and leads
<p style="text-align: center;"><b>KPIs to consider</b></p> <p style="text-align: center;">% of income directed to local partners + % of local partner satisfaction with the funding they received                      # of partners / Save the Children members collaborated with on this agenda                      &gt; 80% favourable feedback on external campaigns and storytelling from marginalised groups</p>	
<p><b>Cross-cutting actions</b></p> <p>19. Establish a glossary on language we use (and won't use) to describe our programming and impact, because words shape understanding</p> <p>20. Set up a series of cross-organisational learning opportunities around localisation and decolonising development</p> <p>21. Support Save the Children International (SCI) to put in place clear development and succession plans for local talent into key leadership roles, and to empower marginalised colleagues within country offices</p> <p>22. Scope out the potential for an Inclusion/Equity Hub to service our programmes, based on the Gender Hub or repurposing the Gender Hub itself</p>	<p>19. In place by Q1 2021 (World Class Impact)</p> <p>20. In place by Q3 2021, 100% take up by Q3 2022 (WCI)</p> <p>21. Ongoing (CEO-led)</p> <p>22. Recommendation in Q2 2021 (WCI)</p>
<p><b>Review our programming, applying an intersectional, inclusion lens – this will all come under GP-led localisation work</b></p> <p>23. Review and strengthen our programme design processes to ensure they are inclusive for all children</p> <p>24. Make organisation development strengthening a core objective of our partnerships with national/local organisations</p> <p>25. Support local and national organisations to have direct access to decision-makers</p>	<p>23. 2022-24 (WCI)</p> <p>24. 2022-24 (WCI)</p> <p>25. Ongoing (WCI)</p>
<p><b>Review the way we work with partners and funders to ensure alignment with our aims to decolonise development and practice anti-racism</b></p> <p>26. Incorporate a review of partners and funders that might have discriminatory, racist and colonial practices into our Donation Acceptance Process and open ourselves up to partner scrutiny in turn, in a spirit of mutual transparency</p>	<p>26. In place by Q2 2021 (Supporter Engagement)</p>
<p><b>Review our advocacy and communications, removing white saviourism and the white gaze and diversifying our audience</b></p>	

<p>27. Work with SCI and colleagues across the movement, including the GMU and the GCCU, updating our global image guidelines to remove elements of white saviourism and the white gaze</p> <p>28. Review and recommend changes to our campaigning and supporter engagement approach to increase representation of marginalised communities.</p>	<p>27. Updated approach by Q2 2021 (SE)</p> <p>28. Recommendations in Q3 2021 (SE)</p>
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**Linked to ELT solidarity commitments**

- We will review our external impact, testing whether our programming and influencing work is actively dismantling white supremacy and other forms of oppression and putting the most deprived and marginalised children at its heart.
- We will question everything and create brave spaces where all colleagues can shape our thinking about how we decolonise development, dismantle racism in humanitarian action and work towards becoming actively anti-racist in our UK domestic work.
- We will seek more diverse partners across our development, humanitarian and domestic work, sharing with and giving up power to them.
- We commit to doing all of the above as part of the wider Save the Children family so all parts of our global organisation are involved.
- We will reconstruct our storytelling, testing whether our fundraising, communications and campaigning work stereotypes, 'others' or strips agency and dignity from children.
- We will remove white saviourism and the white gaze from our communications about our international work and ensure the lived experience of Black families and families of colour in poverty is at the heart of our communications and advocacy about our domestic work.
- We will test our supporter engagement programmes, looking at whether they build power in diaspora and Black communities and communities of colour, and whether our volunteering offer is inclusive.

# 6. Governance

## Overall accountability for this strategy sits with:

### Kevin Watkins, CEO

- Accountability for progress and direction of travel
- Meet with Inclusion Forum bi-annually to directly gather feedback on progress.

### TBC, Executive Director of HR:

- Executive Leadership Team sponsor, problem solver and strategy champion
- Decision maker and budget holder.

## Delivery and implementation will be driven by:

### Executive Leadership Team

- Responsible for driving implementation with teams
- Will embed ELT commitments into the strategy and action plans by Q1 2021.

### Director of D&I and team:

- Responsible for prioritisation and quarterly reporting against the strategy
- Oversight of the implementation group (see below).

### Implementation group – to be set up Nov 2020:

- Made up of D&I team plus HR, P&C and Pillar Board (OO, WCI and SE) leads
- Lead on delivery and implementation of the strategy
- Prioritise actions, advocate for resource requirements, endorse project decisions and manage risks.

## Engagement and accountability check ins will happen through:

### People, Culture and Capability Committee (PCCC) & Kajal Odedra, D&I Board Representative

- Oversight of the D&I strategy (and wider P&C work)
- Receive and review quarterly progress reports
- Hold ELT to account for decisions and delivery.

### Inclusion Forum – to be set up in Q1 2020:

- Made up of internal and external colleagues (drawing from our Country Offices, partners, supporters, Staff Equalities Networks, Gender Hub and trade union)
- Hold the organisation to account and provide critical thinking/problem solving to inform delivery, remove barriers and engage the organisation
- Act as advocates and champions for the work done whilst also pressing for progress
- The group will be set up via a light touch application process, with criteria including showcasing a commitment to D&I and role modelling inclusiveness.

We recommend using the [RAPID Framework](#) to establish and embed this governance structure and decision-making process for the implementation of the strategy, capturing the roles of the stakeholders listed above.

### Thank you to:

Our Diversity and Inclusion Steering Group: Julia Amoo (Chair, July-Oct) / Sandra Golding (May-July), Ali Stiby Harris, Bill Davies, Sayyeda Salam (May-July) / Rena Choudury (Aug-Oct), and Francis D'Souza, with support from April Roberts – for developing this strategy in consultation with our people. This group was set up as a timebound effort and we are very grateful for their efforts and insights.

Samantha Pow, Tahera Bandali and Reema Malhotra from the CEO team for their oversight and support.

Dee Jas (colourfull) and Sara Shavisi (Fearless Futures) for their expertise and guidance.

All our people, particularly our Staff Equalities Networks and Gender Hub representatives, for their engagement and feedback.

