

UNICEF UK

DIVERSITY AND

INCLUSION STRATEGY 2020–23

unicef   
UNITED KINGDOM

FOR EVERY CHILD



Image by Kiana Bosman

**Diversity is a fact.  
Inclusion is a *choice*.**

# INTRODUCTION

## A statement from **Steven Waugh**, interim Executive Director at Unicef UK

At Unicef UK, we are committed to achieving diversity and inclusion through challenging institutional racism and other discriminations that are inherent in established systems, processes, and cultures. As the COO of Unicef UK, an organisation responsible for upholding the rights of every child, I believe that leadership's role goes beyond what our organisation delivers for children and that we should continue working harder to be a truly inclusive and equitable employer.

We want to drive systemic change; therefore, we are setting ourselves the ambition of reimagining ourselves as an organisation, as part of a three-year strategy. This strategy will provide the platform for delivering important objectives that will continue to 2025 and beyond. These include:

- **Create a safe and open working culture by ensuring there is no statistically significant difference in engagement scores across race, disability or sexual orientation by the end of 2023**
- **Achieve significantly more diverse representation across each level of seniority in our workforce to better reflect the UK population and other organisations within our sector by the end of 2025**

Diversity and Inclusion is fundamental to achieving our vision of a world fit for every child. In line with the UNCRC, we are here for every child without discrimination – whatever their ethnicity, sex, religion, language, abilities, or any other status; whatever they think or say, whatever their family background.

We believe in representing this vision internally as the organisation that we are ourselves, to help accomplish our mission for every child. For that reason, we have been reflecting on and reviewing our approach to what we can meaningfully do as an organisation to actively be inclusive of all.

Today, we are committing to achieving significantly more diverse representation across all levels of our workforce and to tracking our progress based on the results





of published data. We will benchmark our data so we are transparent in areas where we are doing well, and open about areas in which we need to put more focus on to improve.

We believe that sustained focus is crucial in tackling systemic changes, hence our leaders have each made personal commitments as well as corporate commitments that are directly relevant to their areas of work.

**As an organisation, this strategy will support us in:**

- **Ensuring that our communications are respectful of the communities in which Unicef works and whom Unicef supports and that Unicef UK takes seriously its commitments to stand against hate and harassment across all our platforms and the channels which we use for our communications to supporters.**
- **Increasing diversity and championing inclusion across the images we use, the stories we tell, the voices we amplify and with those who represent us across all our areas of activity.**
- **Actively procuring services from suppliers who demonstrate a commitment to both diversity and inclusion.**
- **Publish and share meaningful data and reporting to ensure that Unicef UK is transparent about areas in which we are making good progress in relation to diversity and inclusion and areas in which we need to work harder to improve.**
- **Ensure that Unicef UK works with our partners and donors in a culturally sensitive way. To achieve this, we will continue to upskill our cultural competence to enable us to represent the children and communities Unicef UK exists to serve. We will do this by placing Diversity & Inclusion at the heart of our existing relationships and when attracting new partners.**

We are committed to continuing to strengthen our efforts in this area and to making Unicef UK a truly diverse and inclusive place to work so that we can deliver the best results for children.

**Steven Waugh**

# OUR VISION

A **diverse and inclusive** working culture that **empowers and enables** all our people to deliver their **best work for children.**

We are committed to Unicef UK achieving our vision for diversity and inclusion. We recognise the amount of systemic change this will require, and therefore how challenging it will be. As such we are not clear how long it will take us to fully deliver our ambition. But we want to challenge ourselves, we will have clear milestones on our journey, and we will be transparent about our progress.

## OUR STRATEGIC GOALS

To achieve this vision, Unicef UK will:



Create a **safe and open** working culture by ensuring there is **no statistically significant difference** in engagement scores **across race, disability or sexual orientation by end 2023**



Achieve significantly more **diverse representation** across **each job level** in our workforce to better reflect the U.K. population and other organisations within our sector **by end 2025**

These strategic goals will provide the platform for delivering our ambition of being a truly diverse and inclusive organisation; one that reflects the communities we are in, as well as enabling all our people to feel safe to bring their true selves to work

# OUR ENABLING GOALS

To enable us to achieve this vision through our strategic goals, Unicef UK will have:



**Senior and Executive leaders** that drive and lead change in **behaviours, processes, systems and approaches** that enable diversity & embed inclusive practises across the business



**Reporting, business planning, and decision-making** approaches that have a diversity and inclusion lens built-in to ensure Unicef UK makes fair and informed business decisions and delivers **inclusive and impactful programmes**



A **learning culture** and approach where diversity & inclusion **principles, knowledge and skills** are integral



Our enabling goals are about positioning Unicef UK to deliver our strategic objectives. These goals ensure our people have the tools, knowledge, systems, culture and collective confidence needed in order to promote diversity and actively embed inclusion in their work.

We will focus on these **five themes** for the next **three years**:



**SAFE & OPEN  
WORKPLACE**



**RECRUITMENT,  
RETENTION &  
PROGRESSION**



**LEADERSHIP**



**PLANNING  
& DECISION  
MAKING**



**LEARNING &  
DEVELOPMENT**

Our enabling themes lay the **foundation of our strategy**, while our strategic themes deliver **transformational organisational change**.

A diverse and inclusive working culture that empowers and enables all our people to deliver their best work for children

## VISION



SG1

**SAFE & OPEN  
WORKPLACE**



SG2

**RECRUITMENT,  
RETENTION &  
PROGRESSION**

## STRATEGIC THEMES



EG1

**LEADERSHIP**



EG2

**PLANNING &  
DECISION MAKING**



EG3

**LEARNING &  
DEVELOPMENT**

## ENABLING THEMES

## MEASURING SUCCESS

**1.1:** Embedding a relevant D&I objective in each Senior and Executive leader's performance outcome and introducing a reporting mechanism for each directorate to feedback on progress against this area of work (by Q2 2021)

**2.1:** Recording submission of equality impact assessments (ongoing)  
**2.2:** Tracking progress against all colleagues with D&I related objectives in PDPs and performance outcomes (ongoing)

**3.1:** Measuring uptake on mandatory D&I related courses (ongoing)  
**3.2:** Achieving an average score of 4.0 (80%) in the Inclusive Behaviours index of the D&I Survey (by Q4 2022)  
**3.3:** Introducing an Inclusive Practice Index in the D&I Survey that measures impact of learning on our people's work (by Q1 2021)

EG1

EG2

EG3

# GOVERNANCE AND MONITORING

The Strategic Plan is owned by the Executive Team and reviewed quarterly. The Executive Team, reporting to the People Committee, are responsible for monitoring progress against the plan, identifying yearly success criteria, and for agreeing significant changes or additions to the plan over the three-year cycle.

The *Measuring Success* and *Action Plan* sections of the Strategic Plan are a 'living document'. The actions will become more granular as areas of work are evolved and developed. This approach will allow us to better respond to the needs of our people, by allowing capacity for additional pieces of work where these fit under the strategic goals. Throughout, the strategic goals will provide a framework to allow us to identify whether proposed activity should be prioritised and implemented.

## APPENDIX

**Vision: A diverse and inclusive workplace that empowers and enables all our people to deliver their best work for children.**

When we say diverse, we mean our people better reflect a variety of different communities.

When we say inclusive, we mean a workplace that everyone feels valued and has an affinity to.

In order to empower our people, we will build a safe and open culture that attracts, retains and progresses diverse talent.

In order to enable all our people, we will build and strengthen capacities in order to deliver targeted inclusive and equitable interventions where they are most required.

### **Diverse Representation**

In order to understand our progress towards significantly greater representation in our workforce, we have identified data that we think is particularly relevant to consider. Publishing our own data, and comparing against these data sets, will be important in helping us to prioritise and focus our interventions on the areas that require the most progress.

We've particularly identified BAME, LGBT+ and Disability as our strategic target groups for inclusion. BAME and Disabled groups were identified to have the biggest experiential gap compared to white and non-disabled colleagues in the Cultural Audit Survey, and LGBT+ inclusion is a strategic indicator of being able to bring one's true self to work, as identified in the Cultural Audit report. However, we will also track gender across all job levels to ensure we have balanced representation of all genders across each job level.

## CONTEXT

London's BAME population is around 40%

The U.K.'s working age disabled population is 19%

Our comparator institutions in the sector (British Red Cross and Save the Children UK) currently have 7-8% LGBT+

UUK has relatively good gender balance at the most senior level, but at other levels currently has a greater imbalance

## Acronyms

D&I: Diversity & Inclusion

L&D: Learning & Development

BAU: Business as Usual

SOGIE: Sexual Orientation and Gender Identity Expression

LGBT+: Lesbian, Gay, Bisexual, Transgender +

EqlA: Equality Impact Assessment

F2F: Face to face learning

PDP: Personal Development Plan