

UNICEF UK DIVERSITY AND INCLUSION INTERIM REPORT -2021

UNICEF UK'S COMMITMENT TO DIVERSITY AND INCLUSION

Last year we launched our first [Diversity and Inclusion \(D&I\) Strategy](#). This strategy set out our aims and objectives from 2020 – 2023, and our commitment to achieving key milestones to achieve our vision for a more inclusive workforce.

The D&I Strategy and accompanying D&I Action Plan define the initiatives we committed to take to build the foundations to enable our strategic goals for inclusion.

Our two strategic goals are to;

1. 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
2. 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

2020 ACTIVITIES

In the first year, the focus was on getting 'our house in order', ensuring our systems, processes, policies and organisational brand is conducive to an inclusive workforce.

The outputs from 2020 include;

- An evidence-based and participatory strategy with identified aims and objectives
- An action plan identifying key projects and timeframes
- A monitoring and reporting system, and an established a baseline
- Establishing and reporting against the diversity dashboard
- A governance structure, including the formation of the Diversity Action Group
- A programme of formal and informal learning and reflections opportunities including a 6-hour bespoke 'inclusive behaviours' training and a 3 hour 'inclusive leadership' training as well as informal lunch and learns
- Formalised colleagues' networks with identified co-chairs for the LGBT+ network, gender network, disability network and racial justice network



- Strengthened inclusive recruitment processes including positive action statements, online gender decoder on adverts, inclusive and accessible language on JDs, advertise across diverse platforms, removed education requests, diverse interview panels
- Reviewed approaches to social mobility including supporting entry level apprenticeships, government kickstart schemes and work experience programmes
- Designed equality impact assessments
- Identified inclusive directorate commitments owned by each directorate
- Enhanced soccer aid screening processes
- Visible celebrations of history months and faith based holidays
- A Diversity and Inclusion resource handbook for colleagues
- Events and activities to raise awareness of social justice issues (e.g. Anti-racism)

MEASURING IMPACT

Through our continued monitoring and engagement, we were able to assess our progression as an organisation, gather learning to date, and inform our ongoing plans and activities to reach our aims for an inclusive and diverse workforce. At the beginning of 2021, we undertook a review of our progress through analysing the perspectives and experiences of colleagues through our annual Equality, Diversity and Inclusion (EDI) Survey which uncovered the following;

Areas for celebration

- 9 out of 11 measurements for inclusion had increased showing that the majority of colleagues at UNICEF UK had an increased sense of respect, dignity and inclusion since last year
- LGBT+ and disabled colleagues reported experiencing higher levels of inclusion than last year
- The majority of colleagues felt our policies are inclusive and support an inclusive work culture
- The majority of colleagues felt they were able to bring their true selves to work
- There was a recognition and appreciation of the work delivered to raise awareness and develop learning on D&I last year
- Colleagues felt there were opportunities to meet others from a similar background to them, particularly those from minoritized groups.
- Colleagues largely felt able to challenge managers and colleagues on difficult issues, which indicated a certain amount of psychological safety at UUK.
- Knowledge and confidence of D&I related topics had improved since last year, especially amongst Exec/SLT
- There was a strong desire to create an inclusive workplace and to ensure that our work at UNICEF UK does no harm

Continued areas of focus

- The report evidenced that colleagues from minoritized ethnic communities and disabled colleagues continue to face the most barriers to inclusion.

- There continued to be disparate experiences of inclusion based on gender and sexual orientation and job level.
- Concerns that some identities had been overlooked in the strategy (including gender and socio-economic backgrounds), resulting in individuals with those identities feeling less empowered to challenge discriminations/micro-aggressions.
- There were compounding barriers for those who are members of more than one minoritized group, in particular females.
- Colleagues felt less confident about processes to raise concerns and grievances than last year
- Colleagues felt there was an inconsistency between verbal commitments to D&I and what was practiced and demonstrated
- There was a lack of confidence that minoritized voices and experiences were understood or considered at leadership level.
- There was a desire for more accountability and pro-activity from leaders through transparent monitoring and reporting mechanisms, as well as through decisions, behaviours and actions.
- Greatest inequity related to who feels safe to speak up in open spaces with other people; those in senior leadership roles feel more confident and able to speak up than the rest of the organisation.
- There showed room for continued learning around compliance, equity, changing attitudes toward colleagues from minoritized ethnic communities and disabled colleagues, confidence to have difficult conversations, understanding micro-aggressions and understanding privilege.
- There was a desire to embed inclusion into UNICEF UK's external work including through intentional decolonisation.

The rich data from the EDI survey enabled us to monitor our impact and re-focus our action plan to ensure we are achieving the greatest impact we can in the relevant areas.

2021 ACTIVITIES

This year, many of our plans were disrupted by an organisational restructure which required support from a D&I perspective. However, a concerted effort has been made in the latter half of the year to re-ignite and re-invigorate our efforts to D&I more broadly.

This year, the following actions have been taken to continue our work toward our strategic goals which includes;

- Rolling out **an inclusive recruitment process** through a specialist provider with the specific aim to increase inclusion in our recruitment process. Alongside this, new guidance and mandatory training has been rolled out for all hiring managers. Diverse interview panels have also been made mandatory.
- Developing and rolling out a **'Framework for Inclusion'** which identifies 7 principles for inclusion against which all departments are identifying a bespoke action plan. This framework aims to embed inclusion across all functions and levels of the organisation so that everyone feels ownership and responsibility for

inclusion in the workplace as well as in the work we produce. Broader organisational commitments will be identified and reported against as a result of this process.

- We have revised our **D&I governance structure**, identifying a D&I sponsor at both exec and board level, as well as implementing robust reporting and accountability mechanisms to ensure the successful outcomes of the strategy and organisational commitments.
- We have identified a menu of **learning and training opportunities** which will be delivered through a specialist training provider, with a focus on inclusive behaviours, anti-racism and inclusive leadership.
- With an acknowledgement of the challenges inherent within international develop and aid sectors, as well as challenges specific to UNICEF UK, we have commissioned the support of an external consultant to lead on **embedding anti-racism into our organisation**.
- The crux of our strategy is to ensure all colleagues feel included and that diversity is embraced, and at the centre of much of the work we do is our colleague networks. We are committed to ensuring that colleague voices are heard and we recognise the additional labour and the positive impact that colleague networks have at UUK, as such we are **investing in strengthening our networks** to ensure they are properly recognised, heard and supported.
- The organisation is also investing in its strategic commitments to D&I through making the **Diversity and Inclusion Lead role permanent**

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 benchmarks, is important in helping us to prioritise and focus our interventions on the areas that require the most progress.

We initially 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 EDI Survey, and LGBT+ inclusion is a strategic indicator of being able to bring one's true self to work. However, we also track gender across all job levels to ensure we have balanced representation of all genders across each job level. The table below provides demographic data from our latest data retrieval in September 2021 and the context against which we benchmark.

UUK Demographics	Context
18% BAME	London's BAME population is around 40%
5% LGBT+	Our comparator institutions in the sector have 7-8% LGBT+
3% Disabled	The U.K.'s working age disabled population is 19%

Next year we will be reviewing the demographic data we track, and complete another organisation wide survey to capture our progress toward our goals. A full report will be written following this survey.