

DIVERSITY, EQUITY AND INCLUSION STRATEGY

INTRODUCTION

Diversity, Equity and Inclusion (DEI) support the work of The Humane League UK, making us more effective in achieving change for animals raised for food. They encourage us to be open to other cultures, to challenge our assumptions, biases and prejudices, and to learn and improve continuously. They are essential for the relationships we need with each other and other stakeholders to continue this work and achieve our mission.

They also enhance our brand, reputation and our impact both on people and on our planet. Without them our work for the animals lacks integrity; we cannot truly fight against injustice for animals while propping up unjust systems that harm fellow people and animals and the planet.

VISION STATEMENT

Our vision is to have a fair, effective and inclusive organisational culture where everyone can bring their full selves to work, whilst living our values – inclusive, effective, nimble, collaborative, relentless, and innovative.

We want to be a truly humane league of individuals, where everyone who comes into contact with us comes away with a sense of what we stand for. We want alignment between what we say and what we do.

We want DEI to be truly embedded into how we work, an integral part of who we are and what we do.

We will achieve our vision through strong senior leadership and ownership of this strategy, and accountability for it at all levels. DEI is something that must be constantly challenged and refreshed, with input from every member of the organisation critical in our evolution.

BACKGROUND

Our DEI Strategy sits alongside our Code of Conduct policy as in the Employee Handbook and our Diversity, Equality and Inclusion policy. Together they set the direction and focus for the whole organisation. Our Strategy details our approach to DEI and the strategic objectives for/of the mainstreaming we aspire to.

This is our first formal strategy for DEI, after starting work to improve our DEI and be a truly anti-racist organisation. We have learned that to create real change, we need vision, a comprehensive approach, SMARTIE objectives, and accountability.

This new chapter in our DEI work has been informed by an audit by an external consultant, Diverse Matters, which consisted of internal consultation involving staff from across the organisation. Findings have been considered and addressed. The outcome includes a focus on six broad pieces of work: strategy, policies, recruitment, measurement/monitoring, communication, and learning & development (L&D).

APPROACH

We have set out below our business, moral and legal case for DEI, our objectives and the tools for their delivery, and responsibilities for implementation.

Business case

Mainstreaming DEI principles and practices is good for our movement and determines our business case. It makes us more effective - another core value of the movement - and reduces burnout. It supports us to:

- Deliver effective campaigns for corporations, industries, and consumers
- Demonstrate our respect for, knowledge of and skills in working within the diverse stakeholders and people from different cultures
- Achieve a fair, inclusive organisational culture, recognised as such by staff and contacts, with values we apply consistently and excellent staff experience and wellbeing
- Continue to build our strong brand, making us a place animal activists aspire to work and a movement people want to align with
- Maximise and retain valued knowledge, experience and expertise from our staff, volunteers and supporters, whilst avoiding burnout
- Have committed and motivated staff who feel fairly treated and respected, leading to better employment relations and fewer grievances
- Attract new talent and fresh perspectives, bringing to THL UK what research has already shown about stronger performance in heterogeneous teams
- Continue to nurture creativity, innovation and flexibility and spot new opportunities to work with others, as well new approaches and sources of support
- Remain nimble, innovative, and effective by engaging with a diversity of perspectives, needs, abilities and circumstances and securing new and varied opportunities for sustainable income generation.

Moral case

At the core of DEI lies compassion and an authentic respect, empathy, and care for others. As THL UK exists because of these very traits, living these is a moral imperative for us.

We believe therefore that it is important to value everyone and to be empathetic, fair, compassionate, respectful and inclusive. This holds for employees, volunteers, supporters, suppliers, partners, and stakeholders, irrespective of background, characteristics or attributes.

Our moral case especially encourages a focus on what we believe every living creature deserves. It is centred on the inherent worthiness of all people and animals, rather than how we differ, what separates us and the hierarchies we create to justify exploitation and harmful practices. It can help come together to end conflict, stress, tension, discrimination, unfairness and anger, at an individual, organisational, societal and global level.

Our moral case supports us to achieve a fair, inclusive, anti-racist organisational culture that demonstrates our values consistently and is a truly humane force for good.

Investing in and being committed to DEI is the right thing to do from many perspectives, including the strong alignment with human rights, animal rights, and social justice.

Legal case

In the UK aspects of DEI are enshrined in law. In our work for farmed animals, we recognise the important role legislation plays in redefining norms for animal welfare. The law plays an equally important role in eradicating injustice for fellow human beings.

Whilst we recognise and respect the laws, we may also recognise gaps, including in their enforcement, that can lead to increased vulnerability for some groups. We will do what we can to take action that addresses these, using our own Diversity, Equity and Inclusion Policy and values as a guide.

Great Britain's Equality Act 2010, Section 75 of the Northern Ireland Act 1988 and other relevant legislation, codes of practice and guidance are important reference points and steer our approach.

Alongside our Diversity, Equity and Inclusion Policy, a range of other policies relate to or impact the lived experience of DEI, and within them have legal requirements that govern how we behave. These include complaints and speaking up about concerns ('whistleblowing'), health and safety, anti-bribery, information security and privacy and our Code of Conduct.

OUR OBJECTIVES

Three key objectives underpin our DEI strategy. They are set out below, alongside specific tools and actions that will determine the next phase of our work.

1) An inclusive organisational culture and organisational climate

Organisational culture refers to ‘the way things are done around here’; the policies, practices, systems, and behaviours that make us who we are when we come together. Organisational climate refers to the ‘feeling or atmosphere people have in an organisation’¹.

Our goal is to ensure our organisational culture and climate is inclusive and welcoming. We commit to treating everyone with dignity. People feel heard, seen, and empowered to participate in a meaningful way.

Specifically this means:

- Informed by data, we will address the under-representation and improve the inclusion of racially minoritised staff, LGBTQ+ staff, and staff with disabilities in our workforce, particularly, but not only, at leadership levels, whilst sustaining women’s representation at senior levels across our organisation.
- We will nurture an organisational culture where people working with us feel respected and comfortable being themselves, free from unjustified discrimination, and free to speak up when they feel something is wrong. This includes but is not limited to racism in its different forms and manifestations, exclusion, offensive behaviour, harassment or bullying.
- We will manage disagreement and conflict constructively. Staff will feel optimistic, listened to and empowered.
- There will be expanded opportunities for under-represented groups to participate in the animal protection movement and contribute to informing and shaping our organisational culture (e.g. work placements and/or paid internship opportunities, volunteer recruitment).
- There will be alignment with how we engage with DEI strategically within THL UK and how DEI is reflected and addressed in the delivery and content of all of our departmental, team, and individual objectives.
- We will ensure we are accessible and inclusive for our supporters. This means both online through accessible digital content and ways to get involved in our campaigns for animals, and offline at our meetups and protests.

The result will be an organisational culture that is experienced as more inclusive, fair and anti-racist. It will allow for speaking up at all levels to all levels.

¹ CIPD, [Organisational Climate and Culture](#), October 2022.

Tools to support an inclusive organisational culture and climate

- Additional resources including specialist equipment, or adjustments, where required and feasible, to enable or enhance access and engagement for staff and contacts, including a Reasonable Adjustments Policy.
- Comprehensive review of policies and creation of policies we are missing, which are necessary to create a truly inclusive culture and climate that encourages and supports diversity and inclusion.
- Planning tools that encourage inclusion through mitigation and positive action when policies, programmes or activities are developed. Amongst these Equality Analysis Processes, accessibility audits and checklists, and other tools and proactive measures.
- Inclusive internships, work experience and other relevant opportunities with a particular focus on racially minoritised people, disabled people, and those with socio-economic disadvantage.
- Frequent opportunities for staff contributions and engagement for all staff at all levels and from all backgrounds to develop and refine our organisational culture, understand our organisational climate, and improve our approach to deliver this strategy.
- Anti-racism learning and development interventions, including DEI discussions on allyship, decolonisation and different forms of racism and ableism.
- Specific DEI learning and development to raise awareness and promote behaviour change and seek to bring about greater inclusion.
- New approaches to inform and achieve informal conflict resolution and support a constructive giving and receiving feedback culture, at all levels, everywhere.
- Overhauling our Whistleblowing Policy and Open Door Policy to ensure all staff are aware of and empowered to report problems, with confidence that the organisation and Senior Leadership will respond effectively.
- Review and development of recruitment processes and external communications that encourage candidates from diverse backgrounds to apply for vacancies with us.

2) Developing capability and leaders

Leaders exist in different roles and particularly, but not exclusively, in senior positions. As a small and effective organisation, we seek to empower all staff to think like leaders in their specialism, working collaboratively to deliver outcomes for the animals. Leaders are crucial in driving progress, achieving fairness, promoting inclusion, ensuring anti-racism, and enhancing our working culture, reputation and impact.

We will focus on nurturing and developing engagement, role models and leadership capability in DEI, ensuring accountability and investment in DEI at the highest levels of the organisation.

Specifically this means:

- We will upskill people internally to facilitate DEI who are able to promote DEI as an integral part of the movement.
- We will increase accountability so that staff at all levels are both supported in and measured against their contribution to DEI, with emphasis on Senior Leadership Team (SLT) buy-in, accountability and reporting on progress.
- Greater attention to DEI deliverables and individual goals, so they are SMARTIE, stretching and ensuring accountability for change, to strengthen and ultimately achieve inclusion, effectiveness, and a sense of belonging.

The result will be more confident, competent and committed leaders who visibly buy-in to DEI, particularly at senior levels.

Tools to support developing capability and leaders

- DEI learning and development activities for leaders, to raise awareness and promote behaviour change, including unconscious bias; inclusive leadership; and effective people management of diverse and dispersed, matrix/homeworking teams.
- SMARTIE goals for the UK organisation, departments, teams, and individuals, with monitoring of DEI key metrics reported quarterly at SLT.
- Policies and How To Guides to support leaders and managers in supporting reasonable adjustments; inclusive hiring; creating inclusive team cultures; and unconscious bias and awareness.

3) Measuring performance, impact and legal compliance

Tracking the progress of our strategy is crucial. As an effective organisation, we want to take an evidence-based approach, as we've done with all of our other core work, so that resources and priorities are focused where they are most needed, risk is managed, and good practice is widely shared.

Specifically this means:

- We will measure our performance towards our UK DEI vision and progress against our goals, which will be widely communicated internally and externally.
- We will ensure we comply with our legal obligations and where possible and appropriate, go beyond the legal minimum.
- DEI related risks will be anticipated and well managed. The results will be improved performance against our own DEI standards, building upon baselines and best practice standards.

Tools to measure performance, impact and legal compliance

- A comprehensive set of DEI data-driven key performance indicators (KPIs) that is tracked and disseminated, including through a quarterly goal performance review process. To include staff survey results, equal pay reviews, recruitment, exit and other relevant data.

- Representation targets at every stage of our recruitment and retention processes, to provide focus and encourage actions that improve the representation and involvement of under-represented groups, especially at senior levels.
- DEI targets for all individual, team, and departmental objectives, with staff empowered to own their DEI targets as part of their core work, which can be tracked anonymously as part of performance review metrics.

RESOURCING AND COSTS

The DEI Strategy will be fully owned by the Senior Leadership Team (SLT) and managed by the Operations team. Each SLT member will review the strategic objectives and factor them into their business plans and allocate the financial and staff resources required to implement them.

This will ensure time spent working to progress the DEI Strategy will be fully costed and help ensure DEI is recognised as contributing to our work improving the lives of farmed animals raised for food. It will be part of our goals and deliverables across all teams, rather than an add-on or 'nice to have'.

RESPONSIBILITIES

The progress we have made towards becoming a truly anti-racist and inclusive organisation combines the direction provided by our former DEI Committee, our SLT commitment, and the strong support and engagement of staff.

We will continue to share responsibility and require accountability, particularly from those with influence and authority, including the Board of Trustees, the Managing Director, and the Senior and Leadership Teams.