

# DIVERSITY, INCLUSION AND WELLBEING ACTION PLAN 2021

AMNESTY INTERNATIONAL AUSTRALIA



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DEFENDING HUMAN RIGHTS

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# MESSAGE FROM NATIONAL DIRECTOR

I am excited to lead this Diversity, Inclusion and Wellbeing Plan for our staff and movement. I am grateful for the many voices that participated in the consultation and provided direction for this plan.

I am absolutely committed to driving a strong diversity, inclusion and wellbeing organisational infrastructure; leading a diverse, inclusive, representative, and culturally competent movement; and providing a safe and healthy environment that prioritises mental health and wellbeing.

The intention for this plan is that it becomes a living document, growing and developing through an ongoing process of listening and learning.



**Sam Klintworth**  
National Director  
Amnesty International Australia



# OUR VISION FOR DIVERSITY, INCLUSION AND WELLBEING

Amnesty International Australia aspires to be a truly diverse, inclusive and safe movement so that we can be more effective in defending human rights.



## VISION 2021-2025

### Creating a more diverse and inclusive movement

A broad range of perspectives, approaches, and ideas can only make us a stronger human rights organisation.

We will continue to work to become an organisation where everyone can bring their full selves to the movement, be genuinely included, and have their differences valued.

We will make it easier for impacted communities to be part of our activist leadership and for everyone to be part of our movement by providing a range of ways to participate.

We will embed diversity and inclusion throughout our organisation and we commit to being an actively anti-racist movement that prioritises building the cultural competency of staff and activists. This includes intentionally addressing historical power imbalances.

### What do we mean by diversity, inclusion and wellbeing?

When we talk about diversity we recognise that each person has different characteristics, perspectives and experiences which make them unique.

#### What is diversity?

Diversity is the mix of all the people in our movement.

Diversity is all the differences between people in relation to their Aboriginal and Torres Strait Islander identity, age, caring responsibilities, cultural background, disability, ethnicity, gender identity, religion, sex characteristics, sexual orientation, and socio-economic background.

Diversity also recognises the ways that people are different in other respects, such as family composition, educational level, geographical location, professional and work experiences, and organisational role.<sup>1</sup>

These aspects come together in a unique way for each of us - shaping how we see ourselves and the world around us, and how others see us.

This diversity of perspectives and thought leads to increased innovation.

#### What is inclusion?

Inclusion is getting this mix to work. It's about creating an environment where diversity is respected, and where people are valued, connected, progressing and contributing to our movement's success.

Inclusion occurs when everyone:

- feels valued and respected for who they are in the movement
- feels connected to, and accepted by, their colleagues
- has opportunities to develop and progress
- contributes their perspectives and talents to the movement.<sup>2</sup>

#### What is workplace wellbeing?

Workplace wellbeing relates to all aspects of life within Amnesty. It includes:

- the quality and safety of the physical environment
- how people feel about their work, their working environment and the organisation's culture
- the organisation of work and activities.

By implementing workplace wellbeing measures to complement other health and safety measures, we can ensure that we are all safe, healthy and engaged at work.

A mentally healthy workplace is good for employee health and wellbeing, and productivity.<sup>3</sup> The wellbeing of Amnesty staff and activists is a key factor in determining our long-term effectiveness.

A mentally healthy workplace is one where:

- people watch out for each other and ask each other if they're okay
- managers and teams understand mental health and openly talk about it
- people know about things they can do to build resilience for challenging times at work and at home
- people with mental health concerns seek help early
- people with mental health issues are supported in their recovery.<sup>4</sup>

#### What does diversity, inclusion and wellbeing mean to Amnesty International Australia?

A diverse and inclusive movement is strong, sustainable, and innovative, and one in which people experience belonging. At Amnesty International Australia we recognise that prioritising diversity, inclusion and wellbeing is more than a legislative requirement, it is essential to our success as a human rights organisation.

We understand that a broad range of perspectives, approaches and ideas make us a stronger movement, better able to engage and work collaboratively with our national, regional and local communities.

1. This definition is informed by Diversity Council Australia, <https://www.dca.org.au/di-planning>.

2. This definition is informed by Diversity Council Australia, <https://www.dca.org.au/di-planning>.

3. Many studies show a direct link between the general health and wellbeing of the workforce and productivity levels. See Productivity Commission, *Inquiry Report: Mental Health*, June 2020, pp 49-53 and 295-352 <https://www.pc.gov.au/inquiries/completed/mental-health/report>.

4. Black Dog Institute, <https://www.blackdoginstitute.org.au/resources-support/wellbeing/workplace-wellbeing/>.

# OUR DIVERSITY, INCLUSION AND WELLBEING JOURNEY

As a movement defending human rights, working for and with rights holders, Amnesty is committed to becoming a more diverse and inclusive movement that is truly representative of the communities we serve.



## BACKGROUND

As part of the 2020 Vision review and the development of the People Powered model, the Board, the Amnesty Management Team and our members prioritised a movement-wide approach to diversity and inclusion.<sup>5</sup>

As a key next step, early in 2019, we established the Diversity, Inclusion and Wellbeing Steering Group.

In August 2019, to create a benchmark for our goals, Amnesty International Australia staff and activists participated in the Diversity Council Australia's Inclusion at Work Index.<sup>6</sup>

Based on the experiences of staff and activists, this index assessed how inclusive the Amnesty workplace and movement was at the time of completion.<sup>7</sup>

An inclusive organisation is defined as one in which: employees and activists feel diversity is valued and trust they will be treated fairly; the movement is representative of a diversity of voices and lived experiences; and leaders demonstrate a visible genuine commitment to diversity and inclusion.

## STRENGTHS & OPPORTUNITIES FOR IMPROVEMENT

The Inclusion at Work analysis revealed that Amnesty International Australia was performing well in several important areas, including:

- representation of people with disability, particularly those with mental health-related disability
- representation and inclusion of people with caring responsibilities
- representation of LGBTIQ+ people
- very strong support for diversity and inclusion
- inclusive teams and inclusive managers.

However, it also identified opportunities for improvement.

In particular it identified three priority areas, all vital to creating a representative and sustainable movement. They are:

- representation and inclusion of Aboriginal and/or Torres Strait Islander Peoples
- representation and inclusion of people from culturally and linguistically diverse backgrounds, including people of colour and people with a lived refugee or asylum seeker experience
- building and continuing to focus on mental health and wellbeing.<sup>8</sup>

Amnesty International Australia is committed to an ongoing journey of improvement. While these three areas are the key areas of focus in this Action Plan, other areas for action will be prioritised over time.

## CONSULTATION

In 2020, Amnesty International Australia engaged an independent consulting firm to gain deeper insight into the experiences and views of staff, activists, and external experts.

The aim was to further understand:

- the enablers and barriers to diversity, inclusion and wellbeing, particularly the challenges faced by Aboriginal and Torres Strait Islander people and people from culturally and linguistically diverse backgrounds
- factors that may be causing or contributing to poor mental health and wellbeing for staff and activists.

It also sought to collect ideas for actions to improve diversity, inclusion and wellbeing outcomes.

5. In accordance with 2020 Annual General Meeting Ordinary Resolution 2.

6. Diversity Council Australia, Inclusion at Work Index, 2019. [https://www.dca.org.au/sites/default/files/inclusion-at-work-index/dca\\_inclusive\\_index\\_2019\\_synopsis\\_online\\_new\\_accessible.pdf](https://www.dca.org.au/sites/default/files/inclusion-at-work-index/dca_inclusive_index_2019_synopsis_online_new_accessible.pdf).

7. Diversity Council Australia, *Inclusion at Your Work Index 2019 Report: Amnesty International (staff) and Inclusion at Your Work Index 2019 Report: Amnesty International (activists)*.

8. Diversity Council Australia, *Inclusion at Your Work Index 2019 Report: Amnesty International (staff) and Inclusion at Your Work Index 2019 Report: Amnesty International (activists)*.

## Consultation continued

Throughout October and November 2020, we conducted

### 10 SPEAK-UP SESSIONS WITH STAFF AND ACTIVISTS



### 1 LISTENING SESSION

with members of the LGBTIQ+ community<sup>9</sup>

### 1 PANEL SESSION WITH EXTERNAL EXPERTS



from culturally and linguistically diverse backgrounds

### 8 ONE-ON-ONE INTERVIEWS

with staff, former staff and activists from Aboriginal and Torres Strait Islander, or refugee and asylum seeker backgrounds

### A TOTAL OF 75 PEOPLE

participated in these sessions – 46 staff members, 21 activists, and eight external experts.<sup>10</sup>



## WHAT WE HEARD

What we heard throughout the consultation demonstrated a deep appreciation and commitment to diversity, inclusion and wellbeing among staff and activists.

Across all areas, several common themes emerged that enhance the movement's diversity, inclusion and wellbeing practices:

- the passion of our activists and staff to make a difference
- our large activist base and strong community
- a culture committed to celebrating achievements.

The key opportunities for improvement identified in the consultations include:

- Increasing the representation of, and genuine engagement with, people with lived experience, particularly Aboriginal and Torres Strait Island people, and people with culturally and linguistically diverse backgrounds.
- Increasing cultural competency and addressing the 'burden of identity' - being expected to be the voice of an entire group, having the additional responsibility and obligation to educate others, and only being consulted on issues related to one's community.
- Addressing the perception that Amnesty is not 'accessible', particularly to Aboriginal and Torres Strait Island people and people with culturally and linguistically diverse backgrounds. This includes the perception that you need to have a tertiary education to join the movement. There is an opportunity to make the language we use less legalistic and intimidating.
- Developing a culture against long working hours and demanding workloads, to avoid contributing to mental health issues and increasing potential for burnout.

- Removing inefficient systems and processes, including resourcing, planning and budgeting, that were reported to be contributing to strain on capacity and workload.
- Addressing the stigma around mental health and a perception that people who are seen to not be coping are not provided with additional opportunities. This includes a perception that there is inconsistency in how leaders support employees' mental health and wellbeing and a legacy of past organisational culture.
- Ensuring people who raise issues or concerns are heard and that people are held accountable for their behaviours and actions.

Similar areas for improvement were identified in recent consultations commissioned by the International Board of Amnesty International on experiences of racism at the International Secretariat.<sup>11</sup>

This report specifically highlighted the need to address systemic racism, privilege and cultural competency, which is consistent with the experiences of Aboriginal and Torres Strait Islander people and people from culturally and linguistically diverse backgrounds reported in our consultations.

The quantitative results of the Inclusion at Work survey and the Diversity, Inclusion and Wellbeing consultations, together with Vision 2025 consultations, confirmed the need to address the previously identified focus areas.

The consultations also identified the need to create a movement-wide process for including people with lived experience.

"We need a plan to change the very culture of how we do our work. We need a plan for a future where those of us who inform our work with our lived experiences, are valued above and well beyond the picture frame. We need a plan that places us at the front & centre of campaigning for human rights."

Shankar Kasynathan,  
National Campaign Manager -  
My New Neighbour

9. 'LGBTIQ+' is an evolving acronym that stands for lesbian, gay, bisexual, transgender/gender diverse, intersex, queer/questioning, asexual and many other terms (such as non-binary and pansexual).

10. Bendelta, *Diversity, Inclusion and Wellbeing Consultation 2020: Amnesty International Australia Final report*, 13 November 2020.

11. Howlett Brown, *Amnesty International Focus Group Report*, 12 October 2020.

# PURPOSE

This Action Plan will assist Amnesty International Australia to achieve our movement's goals. It provides a shared commitment and direction so we can work together to respect and value our diversity and build a more inclusive and sustainable movement.

This Action Plan sets out three key objectives, identifying the priorities and actions we will take over the next 18 months. It outlines the key roles and responsibilities and how we will measure our success.

This Action Plan is the beginning of our journey towards creating a diverse, inclusive and psychologically safe movement.

The objectives of the Action Plan are overarching and constant. Improvement in the three focus areas will benefit everyone by improving the overall inclusiveness of Amnesty International Australia.

The actions identified in this Action Plan will create a firm foundation and enable Amnesty International Australia to explore and identify other areas for improvement in the coming years.

The ultimate goal is to enable us to develop into a truly diverse and inclusive movement that provides a platform for people with lived experience - rather than speaking on behalf of diverse communities.

“Our organisation is built on diversity. It is important for all people in this country to be recognised in their diversity, not just a select few. When you've got proper diversity you've got an equal playing field for everyone.”

Rodney Dillon,  
Indigenous Rights Advisor

## FOCUS AREAS

1. Creating an inclusive, representative and culturally safe movement for Aboriginal and Torres Strait Islander staff, activists and community partners.
2. Creating an inclusive, representative and culturally safe movement for staff, activists and community partners with a culturally and linguistically diverse background, including people of colour and people with a lived refugee or asylum seeker experience.
3. Strengthening the mental health and wellbeing of our movement.

These focus areas are addressed throughout the Diversity, Inclusion and Wellbeing Action Plan. There is significant crossover in developing and implementing actions to fulfil these priorities.

## OBJECTIVES

To capture these broad focus areas, the actions and deliverables have been grouped into a structured set of objectives. The objectives are:


1. A strong diversity, inclusion and wellbeing organisational infrastructure.
2. A diverse, inclusive, representative and culturally competent movement.
3. A safe and healthy movement that prioritises mental health and wellbeing.


Together these objectives will provide the foundation for creating a diverse, inclusive and psychologically safe movement.


# ACTION PLAN

This Action Plan integrates the three focus areas.






















## Focus Areas code

 Creating an inclusive, representative and culturally safe working environment for Aboriginal and Torres Strait Islander staff, activists and community partners.

 Creating an inclusive, representative and culturally safe working environment for staff, activists and community partners with a culturally and linguistically diverse background, including people of colour and people with a lived refugee or asylum seeker experience.

 Strengthening the mental health and wellbeing of our movement.

## Objective 1: A strong diversity, inclusion and wellbeing organisational infrastructure

Action	Accountability	By when	Measuring success	Focus areas
1. Establish and resource a diversity and inclusion practitioner role/s to support the implementation of this Diversity, Inclusion and Wellbeing Action Plan.	National Director	Quarter 2 2021	Role/s recruited before end of March 2021	  
2. Develop an Inclusive Language Guideline. <sup>12</sup>	Diversity and Inclusion Officer (new role), Supporter Engagement Director	Quarter 2 2021	Agreed Language Guideline developed and implemented across the movement	  
3. Develop, socialise and implement a strong movement-wide diversity, inclusion and wellbeing policy framework to ensure holistic inclusion. This includes a review and development of policies and procedures. <sup>13</sup>	Amnesty Management Team	Quarter 3 2021	Diversity, inclusion and wellbeing policy framework developed	  
4. Develop a participation protocol for including people with lived experience, as part of the diversity, inclusion and wellbeing policy framework. This will include consultation, co-design and co-production, according to the activity. <sup>14</sup>	Amnesty Management Team	Quarter 4 2021	Framework developed	  
		Quarter 2 2022	Framework implemented and rolled out across the movement	
5. Conduct a movement-wide review of mandated training and accountability requirements tailored for staff, board members, activists and volunteers. Audit and monitor adherence to compliance tailored requirements. <sup>15</sup>	Operations and Finance Director, Movement Manager	Quarter 3 2021	Review for staff, board members, activists and volunteers completed	  
		Quarter 4 2021	100% of staff and board members have completed required training (Dec 2021)	
6. Conduct Inclusion at Work survey.	Operations and Finance Director	Quarter 4 2021	Survey conducted in 2021	  
7. Conduct an annual review of the Diversity, Inclusion and Wellbeing Action Plan, including a feedback process for staff and activists.	Operations and Finance Director, Movement Manager	Quarter 1 2022 Annually	Annual feedback process developed and conducted for 2021	  

12. The Inclusive Language Guideline will include diversity and inclusion definitions, recommended use of non-academic plain language and a range of diversity attributes including: gender, LGBTIQ+, disability/ability, ethnic communities, people of colour, people from refugee and asylum seeker backgrounds, Aboriginal and Torres Strait Islander Peoples/Indigenous peoples.

13. Policies and procedures to be reviewed and developed include: Code of Conduct, diversity and inclusion, bullying and harassment, flexible work, WHS, recruitment, fundraising, communications, campaigns, branding and events (In accordance with 2020 Annual General Meeting Ordinary Resolution 11). The implementation of the diversity, inclusion and wellbeing policy framework will include a review of all policies and procedures to ensure there is no inadvertent indirect discrimination or exclusion in the way Amnesty International Australia conducts its work, together with an integration of diversity, inclusion and wellbeing elements into new individual performance plans and team planning templates.






14. In accordance with 2020 Annual General Meeting Ordinary Resolution 3 and Ordinary Resolution 9.

15. This includes all training pertaining to Commonwealth, State and Territory anti-discrimination legislation, *Fair Work Act 2009*, *Safe Work Australia Act 2008*, and other training mandated by Amnesty International Australia.

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## Objective 2: A diverse, inclusive, representative and culturally competent movement





Action	Accountability	By when	Measuring success	Focus areas
1. Develop an anti-racism statement of commitment to complement the anti-racism activities detailed in this Action Plan. <sup>16</sup>	National Director	Quarter 3 2021	Statement of commitment developed, approved by the board and communicated to movement	
2. Develop a cultural competency framework for staff and activists, including: <ul style="list-style-type: none"> <li>– creating a culture that encourages calling out and addressing inappropriate behaviour</li> <li>– anti-racism and other capability building</li> <li>– supporting leaders to build their cultural competency leadership.</li> </ul>	Operations and Finance Director, Movement Manager	Quarter 4 2021	Cultural competency framework developed	
		Quarter 2 2022	Implemented and rolled out across the movement	
3. Develop an Aboriginal and Torres Strait Islander engagement strategy that prioritises collaboration and partnerships with Aboriginal and Torres Strait Islander organisations and communities.	Impact Manager, Movement Manager	Quarter 3 2021	Engagement strategy developed and approved	
		Quarter 2 2022	Implemented across the movement	
4. Reinvigorate our Reconciliation Action Plan (RAP), including: <ul style="list-style-type: none"> <li>– re-establish the RAP Working Group</li> <li>– develop a new RAP, including a monitoring and evaluation process.</li> </ul>	Amnesty Management Team, Operations and Finance Director	Quarter 1 2021	RAP Working Group re-established (March 2021)	
		Quarter 4 2021	New RAP approved (Dec 2021)	
5. Develop an engagement strategy that prioritises collaboration and partnerships with culturally and linguistically diverse organisations and communities, including people of colour and people with a refugee or asylum seeker background.	Impact Manager, Movement Manager	Quarter 2 2021	Engagement strategy developed and approved	
		Quarter 2 2022	Implemented across the movement	

“The DIW process exemplifies the point that Amnesty must be deliberate about how it sets the standards for the Organisation’s Culture, which is reflected in its structures, behaviours and values. It was important that Amnesty’s staff had the opportunity to have input. I’m reminded of a saying, ‘the price of excellence is eternal vigilance.’”

Nolan Hunter,  
Lead Indigenous Rights Campaigner

16. In accordance with 2020 Annual General Meeting Ordinary Resolution 4.

## Objective 3: A safe and healthy movement that prioritises mental health and wellbeing

Action	Accountability	By when	Measuring success	Focus areas
1. Review cultural competence of current Employee Assistance Program (EAP) provider and explore options for ensuring future EAP service provision meets Amnesty International Australia needs.	Operations and Finance Director	Quarter 1 2021	Culturally competent EAP provider engaged	
2. Introduce a regular program of resilience building, mental health awareness and capability building for all staff and Activist Leadership Committee members, including how to raise and refer concerns.	Operations and Finance Director, Movement Manager	Quarter 3 2021	Program created and introduced	
		Ongoing		
3. Ensure that managers and supervisors are trained in providing appropriate mental health support to their teams and peers.	Operations and Finance Director	Quarter 3 2021	Training rolled out for all managers and supervisors	
4. Introduce a mainstreamed flexible approach (Future-Flex Approach <sup>17</sup> ) to organise work and activism by redesigning work at a team and organisational level to maximise performance, health and wellbeing.	Operations and Finance Director, Movement Manager	Quarter 4 2021	Mainstream flexible approach introduced	
		Quarter 2 2022	Implementation and integration	

17. <https://www.dca.org.au/research/project/future-flex>

This Action Plan is designed to incorporate continuous improvement and includes a feedback process for staff and activists and an annual review.

We anticipate that the Inclusion at Work survey 2021 and the activities in this Action Plan, will identify and generate new areas of focus and additional activities.

Diversity, inclusion and wellbeing are high priorities for Amnesty International Australia and this Diversity, Inclusion and Wellbeing Action Plan is a key step in an ongoing journey.







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INJUSTICE.**