

DIVERSITY, INCLUSION AND WELLBEING ACTION PLAN 2023-2025

AMNESTY INTERNATIONAL AUSTRALIA



Young women participating in a 'solidarity' march on the streets

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MESSAGE FROM NATIONAL DIRECTOR

I am excited to lead our updated Diversity, Inclusion and Wellbeing Action Plan for the period 2023-2025 for our movement. I am grateful for the many voices that participated in the consultation of, and provided direction to, the first part of this Plan.

In the past year and a half since the first part of this Plan was launched, a lot of work has been done to progress the actions in the initial Plan. We have launched several strategies and frameworks that will serve as our foundation for the work we will continue to do over the next few years including our:

- Diversity, Inclusion and Wellbeing framework
- Cultural Proficiency framework
- Engagement Strategy for Aboriginal and Torres Strait Islander people, organisations and communities
- Engagement Strategy for Culturally and Linguistically diverse people, organisations and communities
- Participation Protocol and Policy
- Anti-Racism Statement and Commitments
- Mental Health and Wellbeing Action Plan
- Inclusive Language Guide

We are now at the stage where we can begin implementing the actions and commitments made above.

I am absolutely committed to:

- driving a strong diversity, inclusion and wellbeing organisational infrastructure;
- building a diverse, inclusive, representative, anti-racist, culturally safe and culturally proficient movement; and
- providing a safe and healthy environment that prioritises the mental health and wellbeing of our movement.

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, representative, anti-racist, culturally safe and proficient, healthy and sustainable movement so that we can be more effective in defending human rights.



Amnesty International 'defending human rights' march on the streets

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, class, financial status, professional and work experiences, and organisational role.¹

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 they belong 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.²

What is workplace wellbeing?

Workplace wellbeing relates to all aspects of life within Amnesty International Australia. 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.³ The wellbeing of Amnesty International Australia 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 who become aware of any mental health conditions feel comfortable seeking help
- people know about things they can do to build resilience for challenging times at work and at home
- people with mental health concerns feel safe to seek help early
- people with mental health issues are supported in their recovery.⁴

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>, accessed 30 August 2022.

2. This definition is informed by Diversity Council Australia, <https://www.dca.org.au/di-planning>, accessed 30 August 2022.

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>, accessed 30 August 2022.

4. Black Dog Institute, <https://www.blackdoginstitute.org.au/resources-support/wellbeing/workplace-wellbeing/>, accessed 30 August 2022.

OUR DIVERSITY, INCLUSION AND WELLBEING JOURNEY

As a movement defending human rights, working for and with rights holders, Amnesty International Australia is committed to becoming a more diverse, inclusive, anti-racist, culturally safe and proficient, healthy and sustainable movement that is truly representative of the communities we serve.



Exuberant supporters of the movement working together

BACKGROUND

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

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.⁶

Based on the experiences of staff and activists, this index assessed how inclusive the Amnesty International Australia workplace and movement was at the time of completion.⁷

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 psychosocial 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 people
- 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.⁸

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 and the factors that may be causing or contributing to poor mental health and wellbeing for staff and activists. The feedback received from this consultation informed the development of our 2021 Diversity, Inclusion and Wellbeing Action Plan. Since then, we have received further feedback on our diversity, inclusion and wellbeing outcomes through the Diversity Council of Australia's Inclusion at Work Index conducted in 2021 and 2022. In addition, a series of Listen and Learn sessions were held in November 2021 which informed the development of our Anti-Racism Statement and our Engagement Strategies. The feedback received from the results of the Inclusion at Work Index, the Listen and Learn sessions and through the implementation of the 2021 Diversity, Inclusion and Wellbeing Action Plan has been used to inform the development of this Action Plan.

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.

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

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.⁹



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 Islander 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 International Australia is not ‘accessible’, particularly to Aboriginal and Torres Strait Islander 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.¹⁰

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.

ACHIEVEMENTS SINCE 2021

Following consultations in 2020, our Diversity, Inclusion and Wellbeing Action Plan was launched in March 2021. Since then, there has been a lot of progress and achievements in delivering on our diversity, inclusion and wellbeing goals including the development and launch of our:

- Diversity, Inclusion and Wellbeing framework
- Cultural Proficiency framework
- Engagement Strategy for Culturally and Linguistically Diverse people
- Engagement Strategy for Aboriginal and Torres Strait Islander People
- Anti-Racism Statement and Commitments
- Participation Policy and Protocol
- Inclusive Language Guide
- Mental Health and Wellbeing Action Plan
- Significant Dates Calendar

We are committed to implementing the actions outlined in the above strategies through this iteration of the Diversity, Inclusion and Wellbeing Action Plan.

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

10. 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, representative, anti-racist, culturally safe and proficient, healthy and sustainable movement.

This Action Plan sets out three key objectives, identifying the priorities and actions we will take over the next few years. 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, representative, anti-racist, culturally safe and proficient, healthy and sustainable movement.

The objectives of the Action Plan are overarching and constant.

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 enables people with lived experience to inform and lead the development and delivery of our work and to feel safe in our movement.

“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 that fosters a feeling of belonging 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. |
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OBJECTIVES

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

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|--|---|---|
| 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. |
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'We care for climate' march on the streets















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. Review the resourcing and budget of the diversity, inclusion and wellbeing program.	National Director	Quarter 2 2023	Review completed.	  
2. Implement and promote the Inclusive Language Guide across the movement.	Diversity, Inclusion and Wellbeing Specialist	Quarter 4 2023	Inclusive Language Guide embedded in our communication (internal and external) policies.	  
	Amnesty Management Team		Inclusive Language Guide communicated and shared across the movement.	
3. Implement actions in the Diversity, Inclusion and Wellbeing framework.	Diversity, Inclusion and Wellbeing Specialist	Quarter 4 2025	All actions in the Diversity, Inclusion and Wellbeing framework implemented within expected timeframes.	  
4. Embed the Participation Policy and Protocol across the movement.	Amnesty Management Team	Quarter 4 2023	Participation Policy and Protocol communicated across the movement and embedded within internal campaign and other policies.	  
5. Develop and deliver mandatory and other training on diversity, inclusion and health and wellbeing related topics across the movement.	Diversity, Inclusion and Wellbeing Specialist	Quarter 4 2024	Online learning platform (LMS) for volunteers and activists launched.	  
	Movement Director		All staff, all Board members, 20% of core volunteers and activists and all activist leadership committee members complete mandatory training.	
6. Complete Inclusion at Work survey annually.	Diversity, Inclusion and Wellbeing Specialist	Quarter 4 annually	Survey completed annually.	  
7. Conduct an annual review of the Diversity, Inclusion and Wellbeing Action Plan and program.	Diversity, Inclusion and Wellbeing Specialist	Quarter 4 annually	Annual review completed annually with results presented to the AMT and Board.	  






Objective 2: A diverse, inclusive, representative anti-racist, culturally safe and proficient, healthy and sustainable movement

Action	Accountability	By when	Measuring success	Focus areas
1. Implement the commitments outlined in the anti-racism statement.	Diversity, Inclusion and Wellbeing Specialist	Quarter 4 2025	All commitments implemented within expected timeframes.	
2. Implement the actions in the cultural proficiency framework.	Diversity, Inclusion and Wellbeing Specialist Amnesty Management Team	Quarter 4 2025	All actions in the cultural proficiency framework implemented within expected timeframes.	
3. Implement the actions in the Engagement Strategy for Aboriginal and Torres Strait Islander people, organisations and communities across the movement.	Amnesty Management Team	Quarter 4 2025	All actions in the Engagement Strategy implemented within expected timeframes.	
4. Implement the actions in the Engagement Strategy for Culturally and Linguistically Diverse people, organisations and communities across the movement.	Amnesty Management Team	Quarter 4 2025	All actions in the Engagement Strategy implemented within expected timeframes.	
5. Develop a new Innovate Reconciliation Action Plan and implement actions from the Plan.	Reconciliation Action Plan Working Group Amnesty Management Team	Quarter 3 2023 Quarter 4 2025	Reconciliation Action Plan, developed and approved by Reconciliation Australia. All actions in the Reconciliation Action Plan implemented within expected timeframes.	

“The work coming out of our Diversity, Inclusion and Wellbeing Action Plan is part of our human rights work. Building a diverse, inclusive, representative, anti-racist and culturally safe and proficient movement is at the core of delivering on our human rights work.”

Phoebe Mwanza,
Diversity, Inclusion and Wellbeing Specialist.

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

Action	Accountability	By when	Measuring success	Focus areas
1. Implement the actions in the Mental Health and Wellbeing Action Plan.	Diversity, Inclusion and Wellbeing Specialist Amnesty Management team	Quarter 4 2025	All actions in the Mental Health and Wellbeing Action Plan implemented within expected timeframes.	
2. Develop and deliver First Aid Mental Health and Wellbeing training across the movement	Diversity, Inclusion and Wellbeing Specialist	Quarter 2 2023	Training delivered to all managers, all staff, all Board members and all Activist Leadership Committee members.	
3. Introduce a mainstreamed flexible approach (Future-Flex Approach ¹¹) to organise work and activism by redesigning work at a team and organisational level to maximise performance, health and wellbeing.	Diversity, Inclusion and Wellbeing Specialist Amnesty Management team	Quarter 4 2024	Mainstream flexible approach introduced and integrated within teams.	
4. Review policies, systems and practices to ensure we are providing reasonable adjustments to people with a disability including physical, intellectual, mental, sensory, neurological, learning and immunological impairments.	People and Culture Lead Diversity, Inclusion and Wellbeing Specialist	Quarter 2 2024	People report the movement as being safe, inclusive, supportive and flexible.	
5. Investigate ways to create a neuro inclusive workplace including establishing neurodiversity-friendly HR processes and everyday work experiences.	People and Culture Lead Diversity, Inclusion and Wellbeing Specialist	Quarter 3 2024	People who are neurodivergent report feeling safe and included within the movement.	

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 annual Inclusion at Work survey and the activities in this Action Plan, will continue to 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.



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



**AMNESTY
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DEFENDING HUMAN RIGHTS

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**CHALLENGE
INJUSTICE.**