

creating Policies to Encourage Diversity and Inclusion:

Some experience from Oxfam building a safe, feminist and anti-racist organisation

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TRANSFORMING FOR A RADICALLY BETTER WORLD

Oxfam's commitments to anti-racism,
feminism and shifting power



OXFAM



**“LASTING CHANGE WILL ONLY
HAPPEN IF WE GIVE AT LEAST AS
MUCH WEIGHT TO HOW WE
WORK AS TO WHAT WE DO”**

Danny Sriskandarajah (Oxfam GB CEO) and Charles Gurassa (Oxfam GB Chair of Trustees), introduction, Transforming for a Radically Better World, January 2022

On a page...

WHY

We'll never overcome the global inequalities that fuel poverty until we tackle the racial and gender power inequalities that underpin them, and rebalance power between the global North and global South.

HOW

This isn't just about the world around us – it means understanding how inequalities and an imbalance of power play out within Oxfam and the wider sector as well.

WHAT

We promise to:

Redesign how we do things in order to address engrained inequalities

Remove behaviour that reinforces attitudes that discriminate and harm



Redefine ourselves to help rebalance power

Co-create solutions with and for the people for whom this change must be meaningful



OXFAM GB'S STRATEGIC PRIORITIES

4) Local Partnerships

8) Safe, Feminist & Anti-Racist

Partnerships
Strategy

**RACIAL JUSTICE
FRAMEWORK**

Equalities
Strategy

Linking the WHY with the HOW ... a strong case to build the work internally

Vision: Our collective vision is of an Oxfam where equality is rooted in systemic change, and where everyone is able to contribute to making Oxfam a more equal and inclusive place. To achieve this, the Equalities team is committed to bringing a spirit of **innovation, courage and collective responsibility** to our work in building a safe, feminist and anti-racist organisation

Operationalising anti-racism and intersectionality

Prioritising inclusion in People policies and practice

Building confidence and commitment to Equalities across Oxfam

Examples of what this might look like:

Goal 1: Operationalising intersectionality and anti-racism

- Anti-racism action plan developed with HRBPs through facilitated sessions
- Leadership Forum undertaken learning journey on anti-racism, enabling greater confidence to take the issues into divisional leadership spaces
- Support programme developed for BME staff through coaching programme and focused career support; programme extended to work with managers to ensure progression opportunities, and linked to both organisational coaching and leadership development interventions.
- Training investigators responding to experience of racism - ensuring levels of understanding linked to safe programming, HR investigations, and Safe Guarding.

Goal 2: Prioritise inclusion in People policies and practices

- New policy review framework including engagement strategies to consult with diverse stakeholders including our networks, and robust equality impact assessments. Resolution policy and trans-inclusion policy reviewed in this way in FY22-23, with accompanying procedures.
- EDI policy review: possible development of coat hanger policy on 'belonging', or 'inclusion, dignity and belonging' to enable the context of shifting norms in which other policies eg. Gender Policy and disability policy can flow, or be attached
- Intersectional approach embedded into talent plans, including flexfam, disability confident, D&I champions
- Career and total reward frameworks - particularly recruitment - include interrogation of systemic causes of inequality in the workplace
- Regular reviews of Equality Management reports being undertaken in partnership between divisional leadership and HRBPs, based on equality data collection

Goal 3: Building confidence and commitment to Equalities

- Anti-racism and D&I included in managing people course, and greater confidence to enable equality and inclusion in management practices, and accountability mechanism being developed for learning.
- Build and disseminate Equalities Learning resources - continually updated and developed; work in partnership with confederation and alongside partnership brokers to develop knowledge partnerships.
- Oxfam citizenship launched, supported and integrated into Let's Talk processes
- Equalities strategy, and culture change, communicated across the organisation (particular focus on Retail during 2022), with practical goals on being feminist, anti-racist and safe

Creating policies for inclusion: this much I know ...

- ▶ Context is all important - strategic commitment against which policies can be developed and implemented
- ▶ Policy development is as much about what 'sits underneath' - the principles and the values that it reflects
- ▶ Learning and 'mindset change' is as important as the policy itself - both for those developing the policy, and for those for whom this will be part of their 'management toolkit'
- ▶ Accountability always important, integrated from the beginning
- ▶ Leadership, leadership, leadership - where institutional support is strong and unequivocal, good policy can lead change.



Supplying clean water in a displaced peoples camp, Nigeria. Image: Tommy Trenchard/Oxfam