

DIVERSITY

EQUALITY

INCLUSION

# Equality, Diversity and Inclusion at Barnardo's



July 2022

Believe in  
children  
 Barnardo's



## Foreword

**Barnardo's vision, established by our founder Thomas Barnardo, is a world in which *no child is turned away* from the help they need.**



Today we remain committed to working towards this vision, in partnership with others, and we will continue this work for as long as there are children in need of our support.

Since 2015, Equality, Diversity and Inclusion has been one of the key 'enablers' of our **Strategy**, and although we have made important progress, we know this must remain a central focus.

Rather than being a stand-alone programme, we are working to ensure that these principles are **marbled through** everything we do as a charity.

**Specifically, we have committed to:**

- Ensure our vital services are accessible to and meet the needs of all children, young people, parents and carers who need our support, regardless of their background or circumstances;
- Work closely with partners to make sure children from all communities are identified and supported, to improve outcomes; and
- Deliver on our commitment to anti-racism and to tackling discrimination of all kinds.

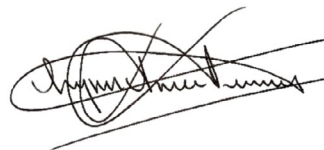
We will know we have made progress towards our ambitions when:

- **We attract more diverse candidates to work at Barnardo's, and we hire a more diverse workforce**
- **All colleagues feel comfortable being themselves and expressing themselves at work**
- **We celebrate and embrace difference**
- **We live up to our values and we feel confident challenging each other when we fall short**
- **Our services are fully accessible and inclusive for all the individuals and communities we serve**

Alongside the actions we are taking internally, we will also continue to amplify the voice of children we support, and to draw on their experiences to help drive positive change.

Our Equality, Diversity and Inclusion Action Plan is an important and ambitious programme of work, and its success depends on support from the whole Barnardo's family.

I hope you will join us on this journey.



**Lynn Perry MBE** (She/Her)  
Chief Executive

## How we got here

**In recent years, events in the external environment have had a huge impact on the children and families we support, as well as our colleagues – especially for those with protected characteristics.**

The pandemic affected us all, but not equally, with Black and Asian individuals far more likely to become seriously ill and lose their lives; disabled people at greater risk and less able to access healthcare; young LGBT+ people often separated from support networks and sometimes trapped in unsafe homes; and women disproportionately relied upon to straddle work and caring responsibility.

Meanwhile, the murder of George Floyd in the United States and the global response that followed led to a new urgency for organisations to become actively anti-racist.

At Barnardo's we responded with a public commitment to anti-racism and a set of specific actions to help us achieve progress.

During this period, we also commissioned an independent investigation into allegations of racism departmentally within the charity, which we had to face in to and from which we have learned, committed to action, and developed together.

We are clear that we have not always got everything right in this area, and we seek to approach this work with humility, acknowledging that this is a journey, and there will be missteps along the way, but that we must remain resolute to learning and making progress, together.

Racism exists within the society that we live and work in and as a charity we must do all that we can to tackle it, taking both individual and collective responsibility and accountability for this.

We have already taken a range of actions which include bespoke learning and development for managers and colleagues – led by an external partner – sought external expertise in developing an action plan arising from our work over this period and commissioned work to support us to move forward. But we know this work is never done, there is no end point and we must continue to set ourselves targets in pursuit of continuous improvement and inclusion.

Before we consider where to go next though, it is important to take stock on our progress to date.



**Ahead of 2020, we had already taken several steps, in line with our strategic commitments. These include:**

- Our Corporate Equality, Diversity and Inclusion Board, which is chaired by the Chief Executive.
- Equality Impact Assessments (EIAs) being required for all major decisions.
- Our active colleague networks (Race Equality; LGBTQ+; Disability & Women).
- Our Corporate Leadership Team Champion roles to support each network.
- Our Emerging Leaders and Reciprocal Mentoring Programme.
- Our regular communications to promote inclusion.



**Between 2020 and May 2022, we made additional progress against a specific plan. The highlights include:**

- Anti-racism training conducted by an external partner.
- ‘License to recruit’ training programme to ensure colleagues practice inclusive recruitment.
- Publishing an ethnicity pay gap – with a commitment to publish ethnicity, disability and LGBT+ pay gaps in future years.
- Revised induction to include up to date equality, diversity and inclusion training.
- Colleague engagement, including webinars hosted by senior leaders.
- Training and development aimed at helping us become a trauma-responsive organisation.
- Delivering a Government-funded pandemic-response programme See, Hear, Respond, and a new helpline BOLOH to support children and families most severely affected by the pandemic, generating important learning about the differential impact on minority groups.
- Building on this learning – setting up a Race Equality Fund and working with community-led partners to develop specific work to improve outcomes for Black and Asian children.

## Plan on a page 2022-23

# 1. Our Colleagues

### We will:

- Make our **recruitment** process more inclusive, by reviewing our policies, practices, and overall approach
- Take specific action to make our **leadership** more diverse and representative of the communities we serve, whilst ensuring we have diverse role models in every part of the charity.
- Continue to provide **advancement opportunities** aimed at underrepresented groups, including through our Emerging Leaders Programme.
- Publish our second ethnicity **pay gap** report, our first disability pay gap report, and prepare our first LGBT+ pay gap report. This is in addition to our annual gender pay gap report. In future years we will publish a single diversity pay gap report, along with a workforce diversity analysis.
- Interrogate our people data regularly to identify barriers **to diversity** and address them.



## 2. Our Culture

### We will:

- Increase the size and capacity of our **Equality, Diversity & Inclusion** team, whilst revising its role and focus so that it can better meet the needs of the whole charity.
- Review, revise and enhance the capacity of our four **colleague networks** (Race Equality, LGBT+, Disability & Women) so they are better able to provide support.
- Take action to ensure cases of **bullying, harassment & discrimination** are investigated and managed to the highest professional standards, whilst working to prevent this behaviour arising.
- Provide **active and visible leadership** that embodies and role-models our values.
- Develop shared **behaviours** so that all colleagues have a responsibility to create an inclusive environment.
- Do more to **celebrate diversity and difference** through our communications.
- Organise **internal engagement events** to celebrate equality diversity and inclusion across the charity.

## 3. Our Communities

### We will:

- Improve our **knowledge** about the challenges facing children, young people and families from Black, Asian and minority/minoritised communities, and the changes needed to improve their access to services and outcomes.
- **Collect and record data** in a way that is as inclusive as possible and helps children, families and colleagues to be seen, heard and respected.
- Take steps to ensure that our services are **culturally competent** and able to respond effectively to children, young people and families from different backgrounds and with different protected characteristics.
- Review our **Equality Impact Assessment** process to ensure that our future decision making is EDI informed.
- Provide opportunities for a diverse group of children and young people to **make their voices heard**.

## Equality, Diversity & Inclusion Workstreams

### Barnardo's Strategy

### People & Culture Strategy

#### EQUALITY, DIVERSITY & INCLUSION WORKSTREAMS

Knowledge and Know-How

People and Practice

Culture and Climate

These themes will provide an overall framework for our work in this area and help us understand the impact of our wider activities.

1. Gathering, sharing and using high quality and relevant data about equality, diversity and inclusion, to provide a robust baseline of, and then to continuously improve our EDI performance.
2. Ensuring compliance with legal and ethical obligations.
3. Attracting, recruiting and retaining a wide diversity of applicants who are representative of the communities we support and society at large.
4. Onboarding new colleagues and volunteers, and supporting existing colleagues and volunteers, in ways which are sensitive and responsive to disability, ethnicity, gender identity and sexual identity.
5. Using knowledge management best practices, to provide everyone with up-to-date and accessible employment and management policies, processes and guidance.
6. Prioritising opportunities for continuous learning, development and progression on all aspects of equality, diversity and inclusion, for all our colleagues and volunteers.
7. Preventing, investigating, managing and resolving to the highest professional standards all cases of bullying, harassment and discrimination.



## Our Vision



No child turned away from the support they need

## Our Values



Respecting the unique worth of every person

## Our Strategy



Objective 4:  
Invest in our people to become an 'employer of choice' in the sector

Key enabler:  
*Equality, Diversity & Inclusion*

## Our People & Culture



Creating an Inclusive Environment

**Believe in  
children**



**Barnardo's**

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