

DIVERSITY, EQUITY AND INCLUSION:
WAGGGS ANTI-RACISM REPORT AND ACTION PLAN

17/03/2022

WAGGGS ANTI-RACISM REPORT AND ACTION PLAN: THE EXPERIENCES OF BLACK AND GLOBAL MAJORITY STAFF WITHIN WAGGGS

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INTRODUCTION AND BACKGROUND

The May 2020 murder of George Floyd, an African American man, by a white police officer, led to the resurgence of the Black Lives Matter (BLM) movement and anti-racism protests across the world. It has been a moment of taking stock for WAGGGS, as it has been in many organisations.

Indeed, it was the lack of timely action on the part of the organisation's leadership, when George Floyd's murder entered the public consciousness, that brought matters 'to a head' in WAGGGS. That Black staff members had to organise, lobby, and expose (and explain) their pain in order to push for change in the organisation highlights the problems and challenges. In WAGGGS's case, this includes issues around a colonial legacy and racism within the organisation and the Girl Guide and Girl Scout Movement as a whole.

We state clearly that WAGGGS condemns systemic and structural racism against Black people in all forms and that there is no room for racism in our Movement. We acknowledge that there is work to be done for WAGGGS to be a truly inclusive and anti-racist organisation. This document represents both a wholehearted commitment to this work, and a tangible action plan to support meaningful change.

WHERE WE ARE NOW

In July 2020, we commissioned two independent diversity and inclusion experts, to work with the organisation to explore how racism – particularly anti-Black racism – operates in the organisation and to make recommendations for concrete actions to address issues identified. This included centring the voices of Black and Global Majority staff, drawing on their expertise and lived experience of racism within the organisation and the Movement. We would like to acknowledge and thank the consultants and Black and Global Majority staff for this work, which consisted of a phased approach from August to October:

- Initial conversations with African and African-heritage staff, the World Board and the Senior Management Team (SMT)
- Workshops with African and African-heritage staff and Global Majority staff
- Presentation of findings and recommendations in the form of a written report to the SMT and a session with all staff at WAGGGS.

The output of their work gave important insights into the experiences of Black and Global Majority staff – within WAGGGS and in the Movement – and we have created this report and action plan in response to the consultants' findings and recommendations.

The World Board and the SMT would like to acknowledge the hard work, effort, and emotional labour of Black staff members pushing for the organisation's commitment to beginning this process. We also wish to acknowledge the diverse voices and contributions across the organisation, including Black and Global Majority staff members in a range of countries, members of the World Board and the SMT.

This document, finalised through a consultation process with WAGGGS staff, has two main aims:

- To provide a snapshot of racism – and its intersection with other grounds of discrimination such as gender or age – and its impact in the organisation and the Movement, in the voices of Black and Global Majority staff.
- To fix a plan of action to ensure WAGGGS' development as an anti-racist organisation within an inclusive and anti-racist Movement.

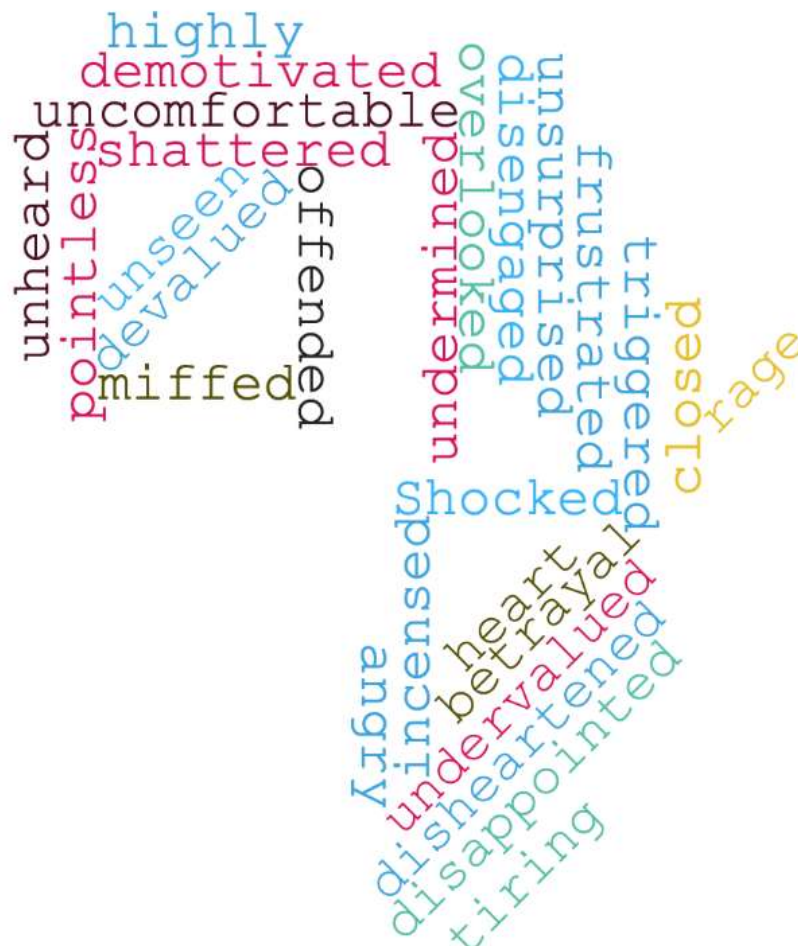
WHAT HAPPENS NEXT

As George Floyd's murder was the catalyst for this piece of work, the report and action plan focus on racial discrimination and colonial legacy issues. It does not serve as a comprehensive set of diversity, equity and

inclusion plans for WAGGGS. It will, however, serve as a launchpad for further work on all areas of intersecting discriminations and will contribute to work being done across the whole Movement.

The SMT and the World Board are fully committed to this work. The SMT will take responsibility for moving it forward and will be held accountable for it – through regular progress reports to staff and review by both the Staff Forum and the People Committee of the World Board. In addition, an SMT member has been designated as DEI focal point and we will establish a Diversity, Equity and Inclusion working group to drive this work forward.

We have a great deal more to learn, and do, to address all the issues raised here, and we hope all members of the WAGGGS Global Team will look to their role and responsibility in realising these actions. We will continue to grow our understanding and develop our plans progressively, and ensure participatory methods enable all voices and perspectives to inform our next steps. The lived experiences of Black and Global Majority staff will be centred and prioritised to ensure the credibility and impact of this work.



The word cloud above captures some of the words and phrases that Black staff used to describe how they felt during the Black Lives Matter 'situation'.

VOICES AND EXPERIENCES OF BLACK AND GLOBAL MAJORITY STAFF

The first part of the report draws on information and observations from the consultants' sessions with Black and Global Majority staff, the World Board and the SMT. It centres the voices and experiences of Black and Global Majority staff members, addressed in three main areas:

- Racism as lived experience
- Institutional racism and systemic failures
- Structural diversity, equality and power

It intentionally centres the perspectives of those who have been harmed by racism within the organisation and the Movement. Their voices and experiences form the heart of this report and offer the most powerful insights into individual and organisational failures, while also offering opportunities for intervention and change. Each section ends with a summary problem statement and goal in a breakout box, to connect to the action plan.

The vast majority of this section is drawn directly from the internal report presented by the consultants to the SMT. A number of direct quotes have been used throughout this section, as well as statements from the consultants drawn from their discussions with staff. Where quotes were used by the consultants, this was to indicate a pattern, for example where most or all of the Black staff members raised an issue.¹

1. RACISM AS LIVED EXPERIENCE

Black staff described having been subjected to various forms of racism and some of their experiences were mirrored by individual Global Majority colleagues. Experiences include inappropriate comments, a broad range of microaggressions, and feelings of being unvalued or undervalued. In some cases, the discrimination has been about race alone; in others, it may have related to intersecting factors such as race and gender. There are also examples demonstrating negative perceptions or portrayals of Africa, and insufficient attention to portraying diversity of Girl Guides and Girl Scouts. These issues were sometimes exacerbated by a feeling that there is a lack of support from their managers, the SMT, the World Board and other colleagues and a lack of awareness of the formal processes to raise issues.

Derogatory comments, "othering" and stereotypes about Africa and Black people

"stereotyping & naivete e.g., 'my best friend is black'; 'how come you speak English so well?'"

"'how come you know so much?'; 'Africans are emotional'; 'the Africa region meetings will be filled with music and dancing'; 'African time'; 'I'm not a racist but ...'"

"The way people talk about Africa in the organisation is negative."

Hypervisibility and Exoticisation

"A staff member came up to me and sat on my desk and asked if my hair grows out of my scalp. She said to me that she's never seen so many black women before in her life and she finds black women fascinating ... this fascination and this kind of exotic lens was something that I had experienced in the organisation. There were constant comments about how exotic Black women are, which were quite offensive."

¹ All quotes are taken directly from the consultants' report and, before being used in their report, individual quotes were discussed and verified with staff members at a specific feedback session, and permission was given for them to be used.

Infantilisation

Concern was also expressed about use of the term 'girls' to describe Black / African adult women, that is, the use of language that usually would be reserved for children, which has strong resonance due to historical uses of this term and experiences of racism.

Black women being confused with each other

"At one point there must have been about 5 different black women aged between 20 and 35 in the organisation. I was mistaken for all of them, despite the fact that we all look very different and our jobs were very different".

"I used to always constantly be informing people 'no it's not me ... we didn't look alike'. It was just the fact that we were both Black ... the attention given to differentiating between different Black staff in particular Black women doesn't seem to be there at all."

Some noted that although they have, at points, come together to 'laugh' about it ("because it seems so ridiculous to them that the person you worked with on a project or the person you spent two weeks with, does not remember you"), it is also hurtful, demoralising and devaluing.

"You put in so much effort in your work and in your projects and you've delivered a really high standard [of] work. But you don't get any recognition from it, because people don't know who you are, in order to recognise you for it."

"Especially when they have worked with you before, you feel undermined and unseen. As if the value of what you are doing is not good enough for them to take the time to know who you are, regardless of what you do in the organisation"

Exclusion, overlooking, devaluing of expertise and white entitlement

"During training, once our white colleagues arrive at an event, they assume the position of knowing it all. They are the ones who have the knowledge, they are the ones who are in charge."

"A staff member and I were in preparation to go to South Africa to deliver some training. She had never been to Africa and I have heard her saying harmful things about Africa and Africans in the office ... I was highly concerned about how she would behave on this trip, with Black girls. I wanted to support her ... I kept offering help, but her and her manager kept disregarding my offer for help". [The staff member who gave this example said the video produced after the trip was unusable because it showed African girls in a negative light.]

"I was with three other white colleagues. The session was to start in this way: the MO starts off the session, then I was going to speak next, then these three white colleagues were going to speak after me. That was the plan. But once the MO completed their bit, one of the white colleagues stood up and overlooked my section and moved on and started to speak. The white colleague felt she is more superior, and felt she was more knowledgeable, and she can take any position during this training". [The staff member gave this example from a regional training coordinated by African staff.]

The consultants said Black staff spoke of exclusion from social gatherings for example at an African regional conference, where African staff were not invited to social events. This included white staff members and volunteers organising separate dinners, drink parties and WhatsApp groups.

Black and Global Majority staff have had negative experiences with colleagues, which have left them feeling excluded, demoralised and devalued.

We will create a working environment where all staff, including Black and Global Majority staff feel valued, heard and supported in their roles and teams, where we are supported to take responsibility for our own learning and listening. We will hold ourselves and each other accountable to ensure belonging to a marginalised group does not have a negative impact on staff experience for anyone.

2. INSTITUTIONAL RACISM AND SYSTEMIC FAILURES

Black staff and some Global Majority staff expressed concern about areas where WAGGGS Human Resources (HR) systems, policies and procedures, or their application, result in discrimination or differential impact and fail to provide adequate avenues for complaint or redress. They described inadequate responses to their needs and concerns through a lack of awareness or consistent practice from managers. Another issue highlighted was a lack of diversity within WAGGGS leadership, which in this context is a reference to the SMT (staff) rather than the World Board (governance).

Staff configuration and diversity

The consultants referred to a staff member's concern about the real effect of a lack of diversity at a senior level on the work of the organisation, in that those in power, who can make fundamental decisions about the future of the organisation, are predominantly white.

"SMT is not diverse. In this organisation the lack of diversity is a really big problem. It's an organisation for girls from 150 countries. There have been cases where white men are driving the discussion with donors [and] recruitment." The staff member continued by saying that when these issues are raised: "There is a tension that arises, because people become defensive. And they try to justify their right to be in this space. There isn't that opportunity to have that frank conversation."

"I think there may be a lack of understanding, or insufficient understanding, of white privilege and white fragility, and not enough questioning of whether its practices are discriminatory. I think that there is the assumption that, as the Movement is global and diverse ... [we are covered]"

Staff members are reported to have said that when the issue of lack of diversity is raised, it is felt those in leadership point to diversity of the member organisations, or to the ten million girls and young women.

"What you hear a lot is that we are diverse. 'Look at our board and look at the girls'... But even that doesn't deal with the issue, because the agenda and power structures that favour whites are still in place"

The consultants said that the 2019 redesign left Black women feeling more disenfranchised and disconnected, as managers who were Black women with vast experience and knowledge in the organisation lost their jobs and the post-redesign SMT is less diverse. They also reported that some staff members see this as a deliberate move by the organisation to become more Anglo-centric and white.

"Staff were traumatised by the changes and redundancies."

"There is a lot of unconscious bias within the senior leadership team. In the way promotions are given, certain staff are prioritised."

Recruitment

The consultants said that there was general agreement that WAGGGS needs better recruitment processes to attract diverse applications; that recruitment processes need to be more robust, with systems in place to ensure equality of access (e.g., redacting parts of applications, anonymising CVs to reduce bias); diverse recruitment panels and questions that can extract information about values on race and gender issues.

Black and Global Majority staff members expressed the view that there is a glass ceiling for those working in the geopolitical South and that those working for WAGGGS in countries outside of the UK may not be afforded the opportunity to be promoted beyond a certain level. It was also said that WAGGGS needs more consistent, clear practice to support hiring from different locations, support with visas, etc., to

address structural racism and avoid privileging a limited group of applicants. The consultants said that they had been told a recent change in recruitment policy means overseas staff can no longer apply for senior positions, as WAGGGS has stopped facilitating work visas and that this exacerbates lack of diversity in the organisation.²

One staff member said that some hiring managers did not take the scoring system and other hiring practices seriously but instead used 'instinct'. *"They would say, 'I'm definitely appointing that person', and when you ask why, they say, 'it's a gut feeling, I just know it'."*

Grievance and complaints procedures

The consultants reported a general feeling amongst Black staff that complaining was ineffective; that there was little or no trust that action would be taken or that there would be accountability; that incidents were minimised; that there is a lack of transparency about action and process and of consistency in handling complaints; and that some were scared to report incidents because of the potential for victimisation. They said that this was echoed by some Global Majority staff.

While the organisation does have a grievance policy, the consultants said that managers do not appear to have been provided with the tools to handle complaints showing gaps in language and skills to respond. In complaints of racism, this is compounded by a lack of understanding around how racism operates in the workplace.

"I don't want to jeopardise my job by reporting people, I'm not sure who I will say it to or how ... and if nothing is going to happen, and if it falls back on me."

"Yes, I did feel like taking action, but I didn't do anything about it ... at the end of the day, it was me and him in the room. He was my boss, and I'm the one who was stuck with him for most of the hours in the day. So, I just need to make it as efficient and peaceful as I can, just for my own peace of mind. Yes, there were lots of times I could have called him out. It would have had an impact on my work if I said something."

"But nothing was done. So, there were some emails that were sent back saying 'this is serious, and we need to take action on this' [but] nothing was done. I had no faith any action would be taken."

"Whenever I raised this issue, I never talked about race, because if you are Black and talk about race, it's like 'ooh'. You have to change your behaviour, because you don't want to come across as the angry or loud Black girl. Sometimes I had to change my personality and I didn't say things when I needed to."

The consultants also reported a perception of a lack of training at induction about grievance and complaint processes. *"when you have an induction, you don't get a clear sense, or support from HR to give you clear guidelines about how you can report these types of incidents. 'Here is what you can report.' You have all these policies that sit online, but they are not live. They are just there to safeguard the organisation, not the staff."*

One staff member commented that her manager made racist comments in the office and the level of action taken ultimately amounted to a *lack of action*.

"The senior staff knew how problematic he was - but didn't do anything ... he only got a slap on the wrist. It wasn't documented in any way ... He only got a 10 min conversation and told he needed to apologise to the person. I definitely think leadership could have done more, for sure."

² We reviewed WAGGGS' policies and there have been no policy changes that would prevent staff outside of the UK from applying for or being recruited to senior roles. While we felt it was important to add this context and additional information on this issue, this is not in any way to undermine or downplay the points raised.

"When I made a complaint about [an] incident, I don't think the response I got was satisfactory at all. My manager said it was probably a 'slip of the tongue' and she knows [the person] doesn't hold those views. She didn't take it forward."

Staff reported examples of minimisation including a manager who responded to a staff member's complaint about being constantly confused with another person by saying *"oh that happened to me once"*, without understanding the context of racism, and how experiencing being confused as another Black woman, is very different from being confused as a white man. The staff member, feeling unheard, reflected, *"Well I'm not going to talk to you about this, because if your response to my experience is 'oh you know that happened to me too' and we're not talking about the fact that you are a white male and you can't experience racism ... It's not the same kind of level"*

Another example is at a regional training, when her part was cut out, one staff member asked her white colleague why she skipped over her part. *"I didn't want to cause a confrontation at the time, but when we broke for tea break, I confronted my colleague. She said to me '... you know this is my nature, I'm like that. You know I used to look over others"*.

The consultants reported that lack of transparency (on action and process) was also a big issue.

"In terms of escalating the issue and getting some accountability, I had no faith at all. And to come back and go through this really long process of, chasing and asking, 'what is happening, what is happening', and the disengagement, it made me feel disheartened ... We speak the language of inclusivity and being brave. We are brave, we must be brave - but it's not a brave organisation at all, it cowers under the force of volunteers. Traditionally, volunteers who are white people. And this incident really enforced that for me."

"I told my manager about this incident. I know I escalated it. I think my manager reported it, but I don't know. Nothing happened. She [the staff member] was in the organisation for a year. No action had been taken in that year. My manager I think said to me that she had escalated it. That would have been it there was no follow up. There was no formal process that was followed that she shared with me."

"The problem with WAGGGS is that we recognise these issues, but we didn't do anything about them. Sometimes I think it's because we didn't want to have conflict or chaos, so we just brushed it under the carpet and moved on."

"Even when we were voicing our issue with the whole public statement [for BLM] process I copied in the HR manager [and] I copied in my manager with my emails and there was no pickup and I don't know where all that information went."

Overall, staff feedback was that there was no clear and systematic way complaints were dealt with resulting in high levels of inconsistency, that they had to lobby on their own behalf to get things changed by raising issues constantly, and that the majority of complaints related to racism were not dealt with effectively if at all. This perceived lack of action feeds distrust in the organisation.

Salary

The consultants said that some Black staff reported that they do not get paid enough for the work they do, with some saying they were paid less than their white counterparts.³

³ We reviewed the current pay scales and rates across the organisation and the review showed that salary scales are applied consistently across the organisation and that differences based on location are determined based on professional benchmarking and comparator analysis carried out by Birches Group LLC, an independent specialist human resources management company. While we felt it was important to add this context and additional information on this issue, this is not in any way to undermine or downplay the points raised.

“What I do for Guiding I see it as half volunteering and half as a day job- because when you look at the time we put in ... I can talk about myself, I put a lot of time in, that goes beyond the paper. I don't get paid enough for the work that I do.”

Others have said, *“Salary hasn't been fair”* and *“I have not been paid well for the amount of work I have done for the organisation.”*

The consultants noted that NGOs often struggle to secure the resources that they need, and that it is a constant challenge trying to make sure there is enough funding. Whatever the funding and financial situation of the organisation, Black, Global Majority and white staff must have equal pay and be equally valued.

Maternity Leave

One Global Majority staff member referred to a lack of consistency around maternity leave, which resulted in one staff member in her region having to return to work earlier than her counterparts in the UK would have had to. Such practices were described as having real implications for staff members' experience of working in WAGGGS, and the ways they are forced to manage varied employment terms and conditions that privilege UK residents.

Travelling / risk assessment

The consultants found that there was no risk assessment process in place for travel. The impact of this on Black and Global Majority staff is multi-fold, particularly when considered through an intersectional lens. While racism can occur anywhere, there are places where discrimination and open hostility are more likely. This is likely to have a disproportionate effect on some individuals and groups in the WAGGGS community, especially with respect to issues such as anti-Blackness and anti-Muslim attitudes and systems. Staff members have been left unsupported around this, and in some cases have been subjected to harassment.

“As a Black woman who travels internationally, the first thing I do is check where it's safe for me to go, where I feel comfortable.”

Some staff members felt they were not able to raise this with their managers, because they feared that this would reflect badly on their work or it would be minimised and disregarded. They were also worried about the lack of risk management for volunteers who may not want to lose the opportunity to travel.

“As a staff member, I can assess that risk and make a choice to work and travel, but we have a lot of volunteers, we offer opportunities to young women, and there is not much risk assessment, about the countries they are going to, if they are Black women, or if they are Muslims.”

Monitoring of progress

The consultants reported a lack of monitoring of recruitment campaigns, complaints of racism and salary reviews; or that if it is happening, data is not being published. This means staff are not reassured that this is a priority for the organisation.

“When we do a recruitment campaign, we should have recorded how many ethnic minorities applied for this role, and how many made it through to the shortlisting stage, how many were interviewed - just so we can identify where those barriers are.”

Black and Global Majority staff feel disadvantaged by policies and practices that fail to address inequalities around how staff feel supported, protected, empowered and represented in the WAGGGS Global Team. This is exacerbated by limited diversity in senior leadership roles.

We will develop a clearer, data-driven understanding of how our policies, processes and systems impact different staff groups. These will be reviewed to ensure they treat all staff, including Black and Global Majority staff, equitably and address risks of bias and are supported by robust training and monitoring. We will make it easier to build a more diverse and representative Global Team at all levels.

3. STRUCTURAL DIVERSITY, EQUALITY AND POWER

The consultants touched on issues around the Movement's history and origins, including the role of colonialism in its shaping and the consequences for current working styles or relationships.

In sessions with the consultants, Black and Global Majority staff raised concerns about unequal distribution of power and influence across Member Organisations (MOs) and the Movement, UK/Anglo-centricity, lack of diversity in membership of some MOs (and a preponderance of white volunteers working with WAGGGS), insufficient representation of Black staff at WAGGGS and negative images of African MOs. They expressed a strong feeling that it is time to start looking into and retelling the complete and complex stories of the founder and early leaders of the Scouts and Girl Guides - Robert, Agnes and Olave Baden Powell - and addressing how colonialism shaped the growth of the early Movement, and the legacy of this.

UK / Anglo-centricity

The consultants said that this was highlighted in numerous discussions with staff and the World Board. It was said that much of the organisation's working involves countries fitting into a UK paradigm (e.g., meeting times, staff required to work late into the night or on significant cultural days (or risk being excluded from meetings), and a language preference for English (although the organisation has four official languages).

Equality and power

The consultants reported a sense among some staff that there is a dynamic where people are 'sitting at a table' but not having power and voice.

"In my observations of governance meetings, white board members had greater say and decision-making power in the World Board, Regional Committee meetings and Regional Conferences."

"There is a lot of talking and dialogue, but ultimately decision-making powers sit with the white people in the organisation"

A number of staff said that while the structure of WAGGGS gives each MO an equal vote, there is a view that MOs that contribute more money – often MOs in wealthier, predominantly white countries – seem to have more power and influence within the Movement. Some Black staff expressed concern that there is a lack of understanding at WAGGGS that much of these countries' wealth is directly linked to colonisation at the expense of whole populations (including genocide, widescale extraction of natural resources, enslavement and occupation). Some staff also felt that although WAGGGS receives a sizeable income

from individual Olave Baden-Powell Society members from Malaysia and Nigeria, they are not given the same status as members from, for example, Europe and North America.

“Despite Africa being the biggest growing region currently 1.7 million girls and expected to rise to 2.5 million girls or more. The lack of voice that the African, Latin American and Asian regions have is really problematic. There is colonial way we look at everything”

“There is a lot of bending that happens ... the 1.6 million girls in Africa and the millions more in Asia and Latin America are not equally valued. They care about pleasing [and] pandering to the springboard countries. But everything is driven by the sense of fear, we need to keep the springboard countries happy. They don’t understand how rich and diverse the organization will be if they were truly building/empowering girls everywhere.”

The consultants said that some staff expressed concerns about the so-called ‘springboard group’ of MOs⁴ such as: they are seen as more sophisticated; there is a tendency to conflate the country with the MO; there is a tendency to see the countries as white (with a lack of recognition of the indigenous populations in four of the five countries and the ethno-cultural diversity in all five). They also queried whether there is a wider issue of a lack of membership diversity, meaning also that those who get opportunities to volunteer from these MOs are predominantly white.

“I didn’t understand how the government of those countries who had policies to furlough staff had anything to do with the sophistication of the organisation in that country ... this link was explicitly mentioned during the COVID-19 pandemic which also meant those staff members who weren’t able to be furloughed were given more work as they had to continue working on projects that couldn’t be done by those who could be furloughed.”

“When you have an entire team of volunteers who are in charge of capacity building and they are mostly older, white women, then that’s the issue. These people contribute the most money, but they still come with their own bias, and we are not doing enough to address those biases.”

Representation of staff and MOs

Black staff members repeatedly raised the issue of social media representation of Black people at WAGGGS. Some Black staff members reported that when they travel to different countries, people are shocked they are Black, because the organisation does not show enough that there are Black staff that are working for it. This was linked to showing Black people as ‘always being helped’.

“The external messaging in regard to Black people and the contribution of Black people across the movement is all about being beneficiaries ... unless it’s Black girls smiling in the Caribbean or in Africa you don’t always see Black people as volunteers or staff members representing the organisation rather than participants and beneficiaries.”

“... some countries are helpers, and some are always being helped. And we are looking at these organisations as countries rather than individual organisations.”

They also expressed concern about negative images of African MOs, which are represented as ‘not sophisticated’ and ‘beneficiary’ rather than equal contributors, saying this has real impact on how things are done.

“I went to two regional conferences, one in Europe and one in Africa, and the way the regional conferences are done, you have a host team that would support you, but it is HQ and WAGGGS. The CEO didn’t attend the

⁴ “Springboard” is the name often used to describe an informal network of five member organisations (USA, UK, Canada, Australia, and New Zealand) with similar priorities and challenges, that have connected to share experiences and learnings.

Africa conference and attended the European conference, and the deputy-CEO was sent. When it came to presenting our strategy and our finances, the difference in the presentation was really noticeable. To the point where there was specific information missing from the Africa region of the conference, they glossed over the information.”

Issues arising following George Floyd’s murder

Black staff talked to the consultants about incidents surrounding a statement produced in June 2020 in support of Black Lives Matter– describing it as a microcosm of how the organisation has failed to recognise that deeply systemic issues relating to race are still present within the organisation. This includes a failure to recognise the pain of Black staff, volunteers and girls, who needed the support and reassurance of the organisation. Black staff described this as playing out in multiple ways.

Firstly, the failure to recognise that Black staff members, like many Black people watching the killing of George Floyd, were traumatised, meant that managers and staff did not react in a timely way to ask what Black staff needed. This highlights the fact that managers have not had the training to be aware of situations that can trigger and affect Black and Global Majority staff members, or other staff members who may face systemic marginalisation. One staff member commented that “not even an email” was sent to staff members to sympathise or ask if they needed anything. As there were no official support mechanisms, Black staff supported each other during this crisis, and got together to point out that the organisation needed to say something publicly.

“I was genuinely worried about the level of trauma and rage and pain I was hearing from staff. I know what I was feeling myself, but the overwhelming trauma and pain that was coming at me from staff, and the silence of the organisation, and the silence of the leadership team, it very much felt like they are complicit in being racist. Their silence was taken as them being complicit in maintaining structures of racism within the organisation ... The silence was deafening.”

Secondly, Black staff members were burdened with extra work to contribute to the statement.

“The way the organisation dealt with the BLM movement was disappointing as the burden mainly fell on the Black members of staff.”

Thirdly, the first draft of the statement was not explicitly anti-racist and there was a reluctance to call out anti-Black racism.

“... this process was really tiring and disheartening. I was crying, because I had worked the whole day, and at the end of the day to get a message saying ‘we do not want to explicitly and specifically call out anti-black racism’ really triggered me and shattered my heart. I don’t understand why the organisation doesn’t want to advocate for us.”

Fourthly, structural issues came to the surface because WAGGGS was seen to be waiting for Girl Scouts USA to say something first, rather than leading the way. Black staff members saw it as ‘pandering to the Americans’.

“We were told because the US hadn’t said anything, we weren’t going to say anything ... we are not a mouthpiece for the US, we are a global movement.”

“The way the organisation dealt with the matter showed that the well-being of Black members of staff was not a priority. Black staff had to deal with grief, increased workload as well as COVID.”

Black staff members also had to spend a lot of time and energy talking to their white colleagues and managers about what racism is during this process. This is something that was not new to Black staff members; they feel they do it regularly and consistently because the organisation has not prioritised training and education for staff, World Board members, volunteers and MOs on issues of race and racism.

“... the emotional labour it takes to have conversations around correcting ignorance. The strain exists particularly because of a lack of Black staff members.”

When Black staff members were courageous enough to speak up about their experience of racism to the SMT, they were met with silence. *“There was silence. There wasn’t a word. And even in that moment it reinforced to us that they don’t care. No one said anything. Why didn’t you speak at the moment where we needed you to speak and to stand with us? You were silent ... it’s about prioritising your comfort. But think about how uncomfortable it has been for us to sit in this meeting and have this conversation.”*

There are issues in how different people, communities and parts of the world have been represented in WAGGGS. Colonialism played a significant role in shaping the early Girl Guide and Girl Scout Movement and leaves a legacy of unequal distribution of power and influence across the Movement.

We will take a fresh look at our history and use what we learn to interrogate who we are, what we do and how we relate to all our members with awareness of the historical legacies of racism and colonialism. We will use an intersectional, inclusive approach to decolonise the WAGGGS Global Team’s work, and ensure both what we do, and the stories we tell, reflect and role model to Member Organisations the inclusive and anti-racist Movement we intend to be.

ACTION PLAN: TOWARDS AN ANTI-RACIST ORGANISATION

This second part of the report sets out a plan of action in direct response to the three sets of issues raised and the recommendations made by the consultants to address racism, discrimination and issues of colonial legacy. It starts from our organisational commitment to being an anti-racist organisation, references WAGGGS Cultural Values and Core Behaviours, Code of Conduct and Leadership Model, and identifies nine spheres of action across the three areas:

Addressing lived experience of racism

- Increasing understanding and awareness of issues of race and racism
- A safe space for Black and Global Majority staff
- Embedding inclusive values and leadership behaviours

Addressing institutional racism and systemic failures

- Upholding WAGGGS' Code of Conduct
- HR systems, policies and procedures
- Volunteer management and policies

Addressing structural diversity, equality and power

- Commitment to being an anti-racist organisation
- Diversity of representation
- Decolonising our work and building an anti-racist Movement

To ensure the action plan is comprehensive, leads to the needed impact and has the confidence and trust of staff, in 2021 we carried out discussions with staff facilitated by an external consultant. We have also identified an SMT sponsor, who will act as a focal point to ensure that a diversity of voices and experiences, particularly of Black and Global Majority staff, continue to have space to give input and be heard. The SMT and the World Board are fully committed to this work. The SMT will take responsibility for moving it forward and will be held accountable for it – through regular progress reports to staff and review by both the Staff Forum and the People Committee of the World Board.

1. ADDRESSING RACISM AS LIVED EXPERIENCE

We will create a working environment where all staff, including Black and Global Majority staff, feel valued, heard and supported in their roles and teams, where we are supported to take responsibility for our own learning and listening. We will hold ourselves and each other accountable to ensure belonging to a marginalised group does not have a negative impact on staff.

1.1 Increasing understanding and awareness of issues of race and racism

WAGGGS will make it a priority to increase understanding and awareness of issues of race, racism (systemic, cultural and interpersonal), equality, equity, diversity and preventing discrimination.

WAGGGS will source and deliver training for the WAGGGS Global Team – Staff, SMT, the World Board, and senior-level volunteers – on racism, diversity, equality and inclusion, discrimination and measures aimed at eradicating discrimination, including training on unconscious bias, cultural bias / hierarchies, white privilege, and microaggressions. We aim to conduct this on an annual basis – and to extend this to the WAGGGS Volunteer Pool. We will also consider whether specific training for particular pieces of work – or work in particular regions – may be of value. WAGGGS appreciates that if we are to reach the Compass 2032 vision of being a diverse and inclusive Movement there is a need for work to happen across the Movement. WAGGGS will contribute by sharing any tools and resources it develops.

1.2 A safe space for Black and Global Majority staff

Black staff expressed the need for WAGGGS and the Movement to be a “safe space”, a place that allows or enables them to come together to support each other and discuss their experiences and that provides safe and effective pathways for complaints about inappropriate conduct or systemic discrimination.

We will support Black and Global Majority staff in shaping for themselves the safe space to come together. WAGGGS will adopt a policy allowing for reasonable use of resources and time to support this priority.

Information on grievance procedures is included in section 2.2 below (HR systems). All managers will receive training in supporting their staff teams to feel safe, heard, and supported consistently if issues arise.

1.3 Embedding inclusive cultural values and leadership behaviours

WAGGGS has a set of six Cultural Values that support inclusion, diversity and non-discrimination:

member-driven – brave – inclusive – empowering – transparent – professional

Being **inclusive** means that we embrace our diversity, and value equally the contribution of staff and volunteers from across the world. In terms of our behaviour, it means that we value and routinely seek the perspectives of people from different backgrounds to harness their knowledge, skills and experience to improve decisions and choices. It means we treat everyone with dignity and respect.

Being an **empowering** organisation means that we are committed to creating a safe, supportive and trusting environment that enables our staff and volunteers to grow and develop. In terms of our behaviour, it means that we are able to give and receive constructive feedback and make time to have meaningful conversations about development needs.

Being **brave** means that we have high aspirations, that we are open to new ideas, prepared to step outside our comfort zone, recognise that we need courage to innovate and that we will positively challenge the status quo.

These values, approved in 2015 by the World Board, are crucial to who we are as the WAGGGS Global Team and how we behave in our support of the Movement. They provide a bedrock and motivational force for ensuring we grow and develop as an inclusive, diverse, anti-racist and non-discriminatory space for staff, volunteers, and girls and young women.

WAGGGS will incorporate training on these values for all staff, and tools to support monitoring how staff live the values through the 1:1 and appraisal processes

The WAGGGS Leadership Model offers tools and strategies that enable us to bring our organisational values to life. The six leadership mindsets support development of more conscious reflective practice around how we work with others, engage with diversity, and create an equitable environment for diverse teams where everyone can collaborate and contribute. It offers a framework for managers that shapes their leadership practice towards more inclusive and context-aware approaches.

WAGGGS will develop tools and training for managers that use the leadership model to focus on inclusive leadership and increasing individual consciousness of leadership behaviour, enabling managers to better understand and support their teams.

2. ADDRESSING INSTITUTIONAL RACISM AND SYSTEMIC FAILURES

We will develop a clearer, data-driven understanding of how our policies, processes and systems impact different staff groups. These will be reviewed to ensure that they treat all staff, including Black and Global Majority staff, equitably and address risks of bias and are supported by robust training and monitoring. We will make it easier to build a more diverse and representative Global Team at all levels.

2.1 Upholding WAGGGS' Code of Conduct

WAGGGS will ensure that staff and volunteers are aware of the standards of conduct expected and how unacceptable conduct will be dealt with. This forms part of induction for all new starters. Update training will be given to all existing staff. Where issues arise, the line manager and/or HR can provide support.

The WAGGGS Code of Conduct applies to all WAGGGS staff, volunteers and interns. It includes behavioural standards in many areas and states explicitly that discrimination, harassment and bullying may constitute gross misconduct that could lead to removal from post. Staff and volunteers are made aware of this policy before taking up their role with WAGGGS.

WAGGGS will extend the Code of Conduct to consultants. It will also review and confirm whether the policy as it stands is suitable for volunteers, getting external support as required and making any necessary amendments.

2.2 HR systems, policies and procedures

HR systems, policies and procedures should prevent discrimination at all stages in the employment journey. WAGGGS will review these, getting external support as required, to ensure they prevent bias or discrimination operating at any stage (e.g., advertising, recruitment, salary, terms and conditions, promotion, access to training and development opportunities, travel, and end of service). We will also take action to raise awareness of, and ensure compliance with, all relevant laws, policies and procedures through induction and training.

WAGGGS has a number of key policies and procedures of relevance to ensuring a diverse and a non-discriminatory workplace, for example –

- Code of Conduct
- Equality Policy
- Anti-Bullying and Harassment Policy
- Disciplinary Policy and Procedure
- Grievance Policy and Procedure
- Salary and Reward Policy and Procedure

The key stages in the employee journey are set out below, with a description of current measures and possible additional measures to ensure that WAGGGS fulfils its promise to be an anti-racist and non-discriminatory workplace:

Advertising: State commitment to equal opportunities; review qualifications and skills to ensure they match the needs of the role; widen networks/reach of advertising (including use of specialist recruitment agencies that can help us diversify our staff base). Specific issues to consider for job ads include: if recruiting for a field position, look at agencies and advertising *in situ*; ensure language requirements are explicitly stated; consider whether location is flexible and avoid specifying UK-based or London-based if this is not necessary; ensure we are plugged into and use a range of community networks.

Recruitment: WAGGGS will define standards around using diverse panels; ensure interview panel members have had appropriate training on diversity, equity and inclusion, and unconscious bias, to minimise any unconscious bias in the recruitment process into all roles, including SMT roles to ensure a more diverse leadership team.

Appointment: WAGGGS will include its Equality Policy and WAGGGS Organisational Cultural Values and Core Behaviours in the set of documents new appointees receive and sign before starting at WAGGGS (as is already the case for other WAGGGS policies such as the Code of Conduct, Disciplinary Policy and Procedure, and Grievance Policy and Procedure).

Induction: WAGGGS will review its induction programme to include a component on organisational culture, the international nature of the Movement, the importance of cross-cultural understanding and sensitivity, and the different faces of discrimination and racism (including unconscious bias and microaggressions). WAGGGS induction programme includes a session with HR, which allows staff to familiarise themselves with the online HR system and access all HR policies and procedures.

Training: WAGGGS will develop (or hire in) training on diversity, equity and inclusion, racism, unconscious bias and preventing discrimination. We aim to deliver this training on an annual basis. Consider if specific training for particular pieces of work – or work in particular regions – may be necessary.

Competencies: WAGGGS will review its competency frameworks (for managers and non-managerial staff) following the piloting of our new performance appraisal system to ensure that diversity, equity and inclusion is recognised, valued and assessed as a core competency.

Discipline: WAGGGS has a Disciplinary Policy and Procedure which clearly specifies the steps to be taken in the event of allegations of misconduct. WAGGGS Code of Conduct and Equality Policy state clearly that we regard discrimination, abuse, harassment, victimisation or bullying of staff or others in the course of work as disciplinary offences that could be regarded as gross misconduct. WAGGGS will ensure that all allegations of misconduct are treated respectfully and sensitively.

Grievances: All staff receive and sign up to the Grievance Policy and Procedure before joining and should therefore be aware of this framework for raising concerns. However, the consultants heard from Black staff that it is seen as an ineffective vehicle for raising concerns about racism. WAGGGS will review the Policy and

its implementation to ensure it meets the promise it contains, that it is an undertaking by WAGGGS that it will deal objectively and constructively with all employee grievances.

Salaries: The WAGGGS Salary and Reward Policy and Procedure sets out six salary grades (with the UK salary range set out in Appendix 1). For roles based outside of the UK, WAGGGS benchmarks salaries locally to ensure we are paying fair market rate. WAGGGS will review this policy and procedure in 2022 ensuring a diversity, equity and inclusion lens is applied.

Terms and conditions of employment: WAGGGS employs staff in a number of different locations and there may, therefore, be differences in terms and conditions of employment as employment law and requirements differ from country to country.

Staff composition / analysis: WAGGGS will consider collecting information from staff on protected characteristics within the meaning of anti-discrimination legislation. This would enable us to analyse and publish patterns across the organisation (i.e., departments, level). Such a system would be voluntary.

Staff surveys: WAGGGS last staff survey was conducted in December 2018, so we carried out a staff survey in the second half of 2021. The survey included questions to elicit information on staff perceptions around diversity, equity, inclusion and discrimination at WAGGGS. We will aim to conduct a staff survey every two years.

Travel: WAGGGS will develop a travel risk assessment to take account of potential risks in certain countries due to issues such as gender, race/ethnicity, religion, disability, sexual orientation, etc.

2.3 An inclusive, accountable volunteer experience

As with staff, our volunteer management focus covers two areas: ensuring a diverse and inclusive volunteer network and ensuring that the behaviour of our volunteers embodies and exemplifies the standards of inclusivity, respect and non-discrimination in our Cultural Values and Core Behaviours.

In the same way that staff are expected to comply with WAGGGS Cultural Values and Behaviours, which includes a commitment to non-discrimination and anti-racism, we expect the same high standards of all volunteers working with WAGGGS whether in a governance or an operational capacity. WAGGGS HR and volunteer resource teams will work together to ensure alignment of policy and procedures for staff and volunteers to the extent possible, update frameworks as required and provide training for those who manage volunteers to understand and apply new and updated policies.

WAGGGS has a number of key policies and procedures of relevance to ensuring high standards in the volunteering experience we offer and in delivery of services by our volunteers, for example –

- Vision for Volunteerism in WAGGGS
- Framework for Volunteer Engagement
- Volunteer Terms of Reference
- Volunteer Disciplinary Policy
- Volunteer Dispute and Conflict Resolution Policy

WAGGGS has an induction process to ensure both quality of the volunteer experience and volunteer delivery. Volunteers must complete an induction programme before they start duties and are expected to understand and abide by the following policies:

- WAGGGS Organisational Cultural Values and Core Behaviours
- WAGGGS Code of Conduct
- Equality Policy
- Anti-Bullying and Harassment Policy
- Whistleblowing Policy

WAGGGS volunteer engagement framework, management and policies should enable us to build and support an inclusive volunteer network that truly reflects the diversity of our Movement. We are currently working to strengthen our tools, training and practices around volunteer management, and the team will ensure that good practices around diversity, equity and inclusion are adopted effectively.

3. ADDRESSING STRUCTURAL DIVERSITY, EQUALITY AND POWER

We will take a fresh look at our history and use what we learn to interrogate who we are, what we do and how we relate to all our members with awareness of the historical legacies of racism and colonialism. We will use an intersectional, inclusive approach to decolonise the WAGGGS Global Team's work, and ensure both what we do, and the stories we tell, reflect and role model to Member Organisations the inclusive and anti-racist Movement we intend to be.

3.1 Commitment to being an anti-racist organisation

On 3 June 2020, in the wake of George Floyd's murder and the marches that followed it, WAGGGS issued a statement condemning systemic and structural racism against Black people and stating clearly that there is no room for racism in our Movement.

Our Movement represents ten million girls and young women from 150 countries, many from Black communities that have faced oppression, persecution, discrimination, injustice and violence because of their skin colour.

We condemn systemic and structural racism against Black people in all forms and we stand by every individual who has suffered this injustice. Girls' and women's experiences of racism must be listened to, believed and amplified. To our Black members, staff and volunteers, we see you. We hear you. We state clearly that there is no room for racism in our Movement. Black Lives Matter.

WAGGGS is committed to being an anti-racist organisation – supporting and fighting for equality, equity, diversity and inclusion, and preventing discrimination.

This commitment applies to leadership, staff and volunteers – and to Girl Guides and Girl Scouts. It is a commitment of the whole organisation, of the Chief Executive and senior management team, and the Chair and all members of the World Board.

WAGGGS will revisit and update its June 2020 statement, releasing a new version that takes into account all action points identified in focused diversity, equity and inclusion work and consultations, and examination of our origins and legacy.

While the consultants' report recommended the recruitment of a senior diversity manager, at this stage, WAGGGS has designated a DEI focal point on the SMT, will establish a Diversity, Equity and Inclusion working group, and has assigned responsibility to the World Board's People Committee for oversight.

3.2 Diversity of representation

WAGGGS is committed to diversity of representation across all that it does including in its communications to, with and about the Movement. WAGGGS will review its website, publications, social media, etc., on an

ongoing basis to ensure that they represent and fully reflect the diversity of the Movement. The sorts of issues to be consciously examined include:

- Communicating our diversity through stories, words and images – MOs, staff and volunteers, girls and young women across the Movement, donors etc
- Checking for negative or 'passive' portrayals of particular groups (e.g., Black or Global Majority) as receivers or beneficiaries rather than actors or agents

We will ensure communications staff and others are equipped to communicate stories through an anti-racist / anti-colonial lens.

3.3 Decolonising our work and building an anti-racist Movement

The consultants recommended decentralisation of WAGGGS' headquarters, in part to address concerns that a UK office leads to Anglo-centric ways of working. WAGGGS is a global organisation with staff based in offices in India, the UK, Switzerland, Belgium and Mexico and other staff working remotely all over the world, and needs to continue to take steps to ensure that its ways of working and structures allow staff to fully participate, contribute and influence decision-making irrespective of where they are based. We need to do further work and communicate more clearly the global footprint of the organisation so that the true diversity of our staff body and their global location is understood across the Movement and fully appreciated.

Recent years have seen an increased focus on, and understanding of, the long-term impact and continuing consequences of colonialism, discrimination and racism in all forms. In parallel, we have seen growing calls for anti-racist policies and deconstruction or removal of what have been described as colonial working practices or a colonial lens.

WAGGGS, like many other organisations, has started to reflect on our history in order to understand and address areas that may be holding us back from being a Movement that is modern and forward-looking, inclusive and anti-racist.

We will facilitate a participatory exploration of how our internal practices and assumptions may be contributing to maintaining unequal power dynamics, and better understand the consequences of the Movement's colonial legacy for current working styles and relationships. This action point will take further consideration and development, but will result in identifying ways to dismantle any lasting legacies and decolonise our work

We are also undertaking three projects to address our history and colonial legacy with respect to the wider Movement:

- We will put together an internal document addressing key questions that have arisen around our past.
- We will seek funding for a project to understand the role of colonialism in shaping the Movement, how to raise awareness and understanding of this and support Member Organisations to address this in their own contexts through relevant policy, guidelines and training.
- We will review Standard 2 of the MO capacity development tool which monitors progress on Diversity and Inclusion to ensure it adequately addresses anti-racism.

3.4 Equity of funding

WAGGGS will continue to take steps to ensure that current and future funding sources do not exacerbate existing inequalities in wealth, power and privilege across the Movement. Our aim is to distribute funding opportunities equitably across our Member Organisations, helping our funding partners understand the impact of their funding for our Movement. We are committed to being member-driven not donor-led.

CONCLUSION: VISION OF A BRAVE ORGANISATION

Despite the issues Black staff members face in regard to racial inequity, the consultants reported an overwhelming passion about working for WAGGGS and the transformative effect the work has on so many girls' lives.

"I want to see a brave organisation. When people see something happen, even if it doesn't happen to them, I would like to see them being brave to address it. An organisation brave enough to say, 'this is not aligning with our values and we need to address this'."

"An organisation that is reflective of its members, an organisation that is ready to deal with its past and do things differently, an organisation that is diverse, tolerant and patient with people."

"[A] much more open, supportive ... connected organisation "

That WAGGGS becomes a hallmark organisation in anti-racist practice and becomes a go-to employer which models equality, equity, diversity, and inclusion."

"We are hoping after this engagement, WAGGGS will be a better place to work in, and at the same time, we the staff, will mirror the best of our volunteers and likewise the volunteers should be socialised to be sensitive and at the same time respect the diversity in the organisation."

"Openness to change and really grow. Open to learning about other people"

*"The very serious function of racism ... is distraction. It keeps you from doing your work.
It keeps you explaining, over and over again, your reason for being."*

Toni Morrison

SUMMARY OF KEY ACTION POINTS AND TIMELINE

Section	Task	Timeline	Accountable
<p>1. ADDRESSING RACISM AS LIVED EXPERIENCE</p> <p>WAGGGS will create a working environment where all staff, volunteers and consultants, including Black and Global Majority staff feel valued, heard and supported in their roles and teams, where we are supported to take responsibility for our own learning and listening. We will hold ourselves and each other accountable to ensure belonging to a marginalised group does not have a negative impact on staff experience for anyone.</p>			
1.1.a	WAGGGS will source and deliver training for all staff on racism, diversity, equality, equity and inclusion, discrimination and measures aimed at eradicating discrimination, including training on unconscious bias, cultural bias / hierarchies, white privilege, language use and microaggressions.	Q2 2022 onwards Annual training / refresher	DEI Focal Point
1.2.a	WAGGGS will take measures to ensure staff feel free to create safe spaces to come together to discuss issues without fear of repercussions, and have informal avenues to raise issues as well as the formal processes that applies in the event of grievances: <ul style="list-style-type: none"> - adopt a policy allowing for reasonable use of resources and time to support this priority - communicate a set of informal avenues to raise issues (e.g., HR Manager, SMT focal point and staff members (by rotation / nomination) from among Black and Global Majority staff members. 	Q2 2022	HR/DEI Focal Point/Black and Global Majority staff member
1.2.b 1.3.b	As part of training for WAGGGS managers, we will: <ul style="list-style-type: none"> - develop tools and training that use the Leadership Model to focus on inclusive leadership and increasing individual consciousness of leadership behavior enabling managers to better understand and support their teams - provide training for managers in supporting their staff teams to feel safe, heard, and supported consistently if issues arise and monitor this area through the 1:1 and appraisal processes. 	Q3-Q4 2022	HR/Core Mission Team
1.3.a	WAGGGS will design tools to monitor how staff live WAGGGS Cultural Values and Core Behaviours through the 1:1 and appraisal processes.	Q1 2022	HR

Section	Task	Timeline	Accountable
<p style="text-align: center;">2. ADDRESSING INSTITUTIONAL RACISM AND SYSTEMIC FAILURES</p> <p>WAGGGS will develop a clearer, data-driven understanding of how our policies, processes and systems impact different staff, volunteers and consultants differently. These will be reviewed to ensure that all staff, volunteers and consultants, including Black and Global Majority, are treated equitably and risks of bias are addressed and are supported by robust training and monitoring. WAGGGS will make it easier to build a more diverse and representative Global Team at all levels.</p>			
2.1.a	WAGGGS will ensure that staff, volunteers and consultants are aware of the standards of conduct expected and how unacceptable conduct will be dealt with. WAGGGS will review its induction programme and materials for staff, volunteers and consultants, and ensure all new starters receive appropriate training on WAGGGS Code of Conduct, as part of their induction. We will also ensure training is provided to current staff, volunteers and consultants.	Q2 2022	HR
2.1.b	WAGGGS will extend the Code of Conduct to consultants and volunteers, where appropriate.	Q1 2022	HR/CMT
	We will review the WAGGGS Code of Conduct to ensure it adequately addresses issues relating to DEI, making such amendments as may be required.	Q3 2022	HR
2.2.a	WAGGGS will review our HR systems, policies and procedures across the employment journey to ensure they prevent bias and discrimination at every stage and are fit for purpose to offer equitable support to a diverse global workforce.		
	- Define standards around using diverse interview panels	Q2 2022	HR
	- Review induction programme to include component on culture, discrimination and racism	Q2 2022	HR
	- Review competency frameworks (for managers and non-managerial staff) following the piloting of our new performance appraisal system to ensure that inclusion is recognised, valued and assessed as a core competency.	Q4 2022	HR
	- Review Grievance policy / implementation	Q3 2022	HR
	- Undertake staff survey	Done in 2021 - next will be 2023	HR

	- Develop travel risk assessment, cultural orientation training for travelling staff, volunteers and consultants	Q1 2022	Head of International Operations
2.2.b	WAGGGS will ensure all staff receive training in HR systems and policies. Staff will be required to sign those policies as appropriate to indicate they understand they must comply with applicable WAGGGS policies, procedures, standards of conduct, etc. Staff will be held to account for any failure to do so.	Ongoing	HR
2.2.c	WAGGGS will review Salary and Reward policy and procedure in 2022 ensuring a diversity, equity and inclusion lens is applied.	Q4 2022	HR
2.3.a	We will complete the work to strengthen our volunteer management processes, policies and practices, in alignment with those applying to staff wherever possible, to ensure consistency in volunteer management, support good conduct, and facilitate an inclusive volunteer experience.	Q1- Q3 2022	CMT
Section	Task	Timeline	Accountable
<p>3. ADDRESSING STRUCTURAL DIVERSITY, EQUALITY AND POWER</p> <p>WAGGGS will take a fresh look at our history and use what we learn to interrogate who we are, what we do and how we relate to all our members with awareness of the historical legacies of racism and colonialism. We will use an intersectional, inclusive approach to decolonise the WAGGGS Global Team's work, and ensure both what we do, and the stories we tell, reflect and role model to Member Organisations the inclusive and anti-racist Movement we intend to be.</p>			
3.1.a	WAGGGS' leadership will report on progress in giving effect to our commitment to being an anti-racist organisation in all dimensions of our work.	Regular check in with staff (April; July; Oct) Year-end report (to staff, People Committee and World Board)	CEO/DEI Focal point

3.1.b	WAGGGS will revisit and update its June 2020 statement, releasing a new version that takes into account action points identified in focused diversity, equality and inclusion work and consultations, and examination of our origins and legacy.	Q1 2022	DEI focal point/Communication staff
3.1.c	WAGGGS will set up a Diversity, Equity and Inclusion working group.	Q1 2022	DEI focal point
3.1.d	WAGGGS will add accountability for the action plan to the responsibilities of the World Board's People Committee.	Q1 2022	Head of Governance
3.2.a	WAGGGS will review its website, publications, social media, etc., on an ongoing basis to ensure that they represent and fully reflect the diversity of the Movement. The importance of this will be highlighted in a new WAGGGS Communications Strategy (to be developed in 2022). As part of WAGGGS' training on anti-racism, WAGGGS staff will receive guidance on communicating with an anti-discriminatory, anti-colonial and anti-racist lens.	Q2- Q3 2022	Communications staff
3.3.a	Review of the implications of staff location on full participation, with an action plan as appropriate	Q4 2022	International Head of Operations
3.3.b	WAGGGS will do further work on our communications so that the true diversity of our staff body and their global location is understood across the Movement and fully appreciated.	Ongoing	Communications Manager
3.3.c	WAGGGS will put together an internal document addressing key questions that have arisen around our past.	Q1-Q3 2022	Core Mission Team
3.3.d	WAGGGS will seek funding for a project to understand the role of colonialism in shaping the Movement, how to raise awareness and understanding of this and support Member Organisations to address this in their own context.	Q1 - Q4 2022	Heads of Fundraising
3.3.e	WAGGGS will review and enhance where needed Standard 2 of the MO capacity development tool which monitors progress on Diversity and Inclusion to ensure it adequately addresses anti-racism.	Q1-Q3 2022	Head of Member and Regional support
3.4.a	WAGGGS will continue to take steps to ensure funding and programming do not exacerbate existing inequalities in wealth, power and privilege.	Ongoing	Fundraising Heads/Head of GPT/Head of International Operation/Head of Core Mission

GLOSSARY

Racism - prejudice, discrimination, or antagonism by an individual, community, or institution against a person or people on the basis of their membership of a particular racial or ethnic group, or skin colour, typically one that is a minority or marginalized. (Oxford Languages)

Anti-racism - a practice of actively identifying and opposing racism. The goal of anti-racism is to challenge racism and actively change the policies, behaviours, and beliefs that perpetuate racist ideas and actions. (Boston University)

Anti-Black - a two-part formation that both voids Blackness of value, while systematically marginalizing Black people and their issues. (The Council for Democratizing Education)

Systemic - relating to a system, especially as opposed to a particular part. (Oxford Languages)

Global Majority - We use "people of the global majority" (PGM) interchangeably with "black, indigenous, and people of color" (BIPOC), since black, indigenous, and people of color represent over 80% of the world's population. This wording points out the demographic inaccuracy of the euphemism "minority" and can feel more empowering for some people. (PGM ONE)

Hypervisibility - hypervisibility is associated with a negative emphasis on difference, heightened scrutiny and surveillance where failures are magnified, and individuals lack control over how they are perceived by others. (IH Settles)

Infantilisation - treating (someone) as a child or in a way which denies their maturity in age or experience. (Oxford Languages)

Exoticisation - a practice of portraying or regarding someone or something as exotic. (Merriam-webster)

Institutional Racism - discrimination or unequal treatment on the basis of membership of a particular ethnic group (typically one that is a minority or marginalized), arising from systems, structures, or expectations that have become established within an institution or organization. (Lexico)

Lived experience - personal knowledge about the world gained through direct, first-hand involvement in everyday events rather than through representations constructed by other people. It may also refer to knowledge of people gained from direct face-to-face interaction rather than through a technological medium. (Oxford Reference)

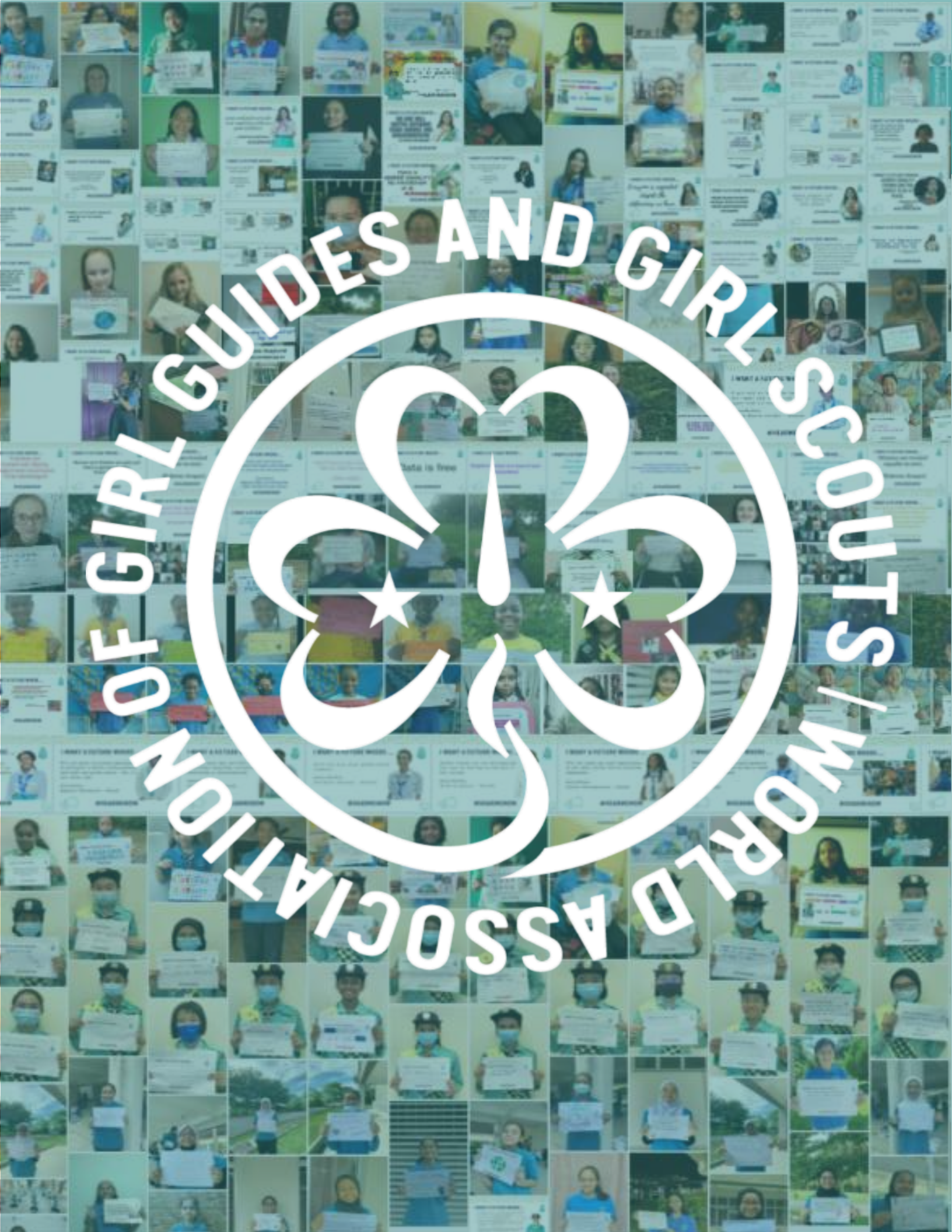
Microaggressions - "brief, everyday exchanges that send denigrating messages to certain individuals because of their group membership". (Derald Wing Sue)

Anglo-centric - considering the English language or English-speaking culture to be the most important; expecting everything to be written or spoken in English (Cambridge Dictionary)

The geopolitical South - refers broadly to the regions of Latin America, Asia, Africa, and Oceania. Denote regions outside Europe and North America, mostly (though not all) low-income and often politically or culturally marginalized. (SAGE Journals)

Intersectionality - particular forms of intersecting oppressions, for example, intersections of race and gender, or of sexuality and nation." (Patricia Hill Collins)

Decolonisation - refers to the undoing of colonial rule over subordinate countries but has taken on a wider meaning as the 'freeing of minds from colonial ideology' in particular by addressing the ingrained idea that to be colonised was to be inferior. Decolonisation then offers a powerful metaphor for those wanting to critique positions of power and dominant culture. (Warwick University)



ASSOCIATION OF GIRL GUIDES AND GIRL SCOUTS / WORLD

