DIVERSITY, EQUITY AND INCLUSION STRATEGY

2024 – 2027

FREEDOM FROM TORTURE
EMPOWERING SURVIVORS, REBUILDING LIVES

THE CHARITY AWARDS 2023
OVERALL WINNER

WHY DIVERSITY MATTERS TO US.

Freedom from Torture is a human rights organisation committed to tackling structural inequality and promoting diversity and inclusion in all of our work to achieve a world free from torture.

In standing against torture, we stand for humanity, and that means all of humanity in its ever-evolving richness and diversity. Respect for the universality of human rights and the diversity of humankind runs to the heart of Freedom from Torture's values.

In any situation where diversity is not respected and celebrated, both history and our own life experience show that we can expect to find some groups of people getting less favourable treatment, protection and opportunities than others. What that less favourable treatment means in practice is a vast spectrum from everyday deprivations to immense differences in the rights, freedoms and opportunities accorded to different groups. At the extreme end of that spectrum lies torture.

Many of the people we support were tortured because of their race, ethnicity, gender, religion or belief, sexuality or other personal characteristics. Many experience abuse, mistreatment or discrimination on these bases here in the UK, too.

In a society that truly values and celebrates the diversity of humanity and promotes not just equality but equity, torture would not happen. That is the kind of world we are building.

DIVERSITY, EQUITY AND INCLUSION AT FREEDOM FROM TORTURE

We recognise that in addition to combatting these problems in the world, Freedom from Torture must promote universality of human rights, diversity, equality, equity, participation and inclusion within our own organisation, too. This includes facing up to the pervasive racism built into our immigration system, our public institutions, the charity sector and our history books.

This is not only about modelling our values (Compassion, Empowerment, Hope and Resolve) but also holding ourselves to the same standards we demand of governments and actively committing to anti-racism and tackling other structural inequalities within Freedom from Torture.

We also recognise that active promotion of diversity and equity will help to make Freedom from Torture more effective in our work to deliver services and defend the rights of torture survivors. It makes for good management practice by enabling our people to be the best they can be, including because employees and volunteers feel safe and are motivated to excel, and because we encourage a diversity of ideas.

We are committed to survivor leadership in the fight against torture. We will strive to create and promote job opportunities for survivors (who have the right to work) at Freedom from Torture and build ever-improving practice on how to support survivors to apply for and transition into these roles.

We value people as individuals with diverse talents, opinions, cultures, lifestyles, experiences and circumstances.

By recognising our diversity as our biggest strength, we are becoming a truly inclusive movement, making a positive difference for the communities we serve and in which we live and work.

OUR VISION

Our vision is a world free from torture. Where torture still exists, we aim to ensure that the human rights of survivors are restored through rehabilitation and protection.

And we fight to ensure that torturing governments are held to account.

"Being represented by people who look like me, in various roles, is reassuring."

- Freedom From Torture Service User

OUR STRATEGIC APPROACH

Diversity, including an explicit commitment to anti-racism, is a key lens for and cornerstone of Freedom from Torture's organisational strategy 2022 – 2025.

What we stand for

"We are committed to tackling structural inequality and promoting diversity and inclusion in all of our work to achieve a world free from torture.

This includes facing up to the pervasive racism built into our immigration system, our public institutions and our history books.

We are committed to survivor leadership in the fight against torture. And by recognising our diversity as our biggest strength, we are becoming a truly inclusive movement."

The purpose of this Diversity, Equity and Inclusion strategy is to flesh out relevant commitments in organisational strategy by setting out more specific goals, supported by an accountability framework.

HOW WE BUILT OUR DIVERSITY, EQUITY AND INCLUSION STRATEGY

We have built this strategy from the "bottom up", engaging with survivors, staff, trustees and other stakeholders to build a clearer picture of what diversity means to Freedom from Torture.

We engaged a consultant, Hári Sewell, specialising in social justice, equalities and ethnicity, race and culture in mental health to support us.

We hosted 15 "listening events", including three listening events for survivors of torture and used anonymous questionnaires for different groups to share their reflections. In total, 150 people shared their views. The foundations of this strategy are built on the insights from this listening phase.

Our staff-led Race and Inclusion Taskforce has advised and contributed throughout the development of this strategy.

SPOTLIGHT ON THE RACE AND INCLUSION TASKFORCE AT FREEDOM FROM TORTURE

Our staff-led Race and Inclusion Taskforce brings employees and volunteers together to celebrate our diversity and recommend changes and improvements at Freedom from Torture to ensure an inclusive and diverse workplace culture.

The Taskforce has been a driving force behind diversity initiatives including training and discussion spaces on anti-racism, a calendar of cultural events for celebration across the year, and new Pride and Neurodiversity staff affinity groups.
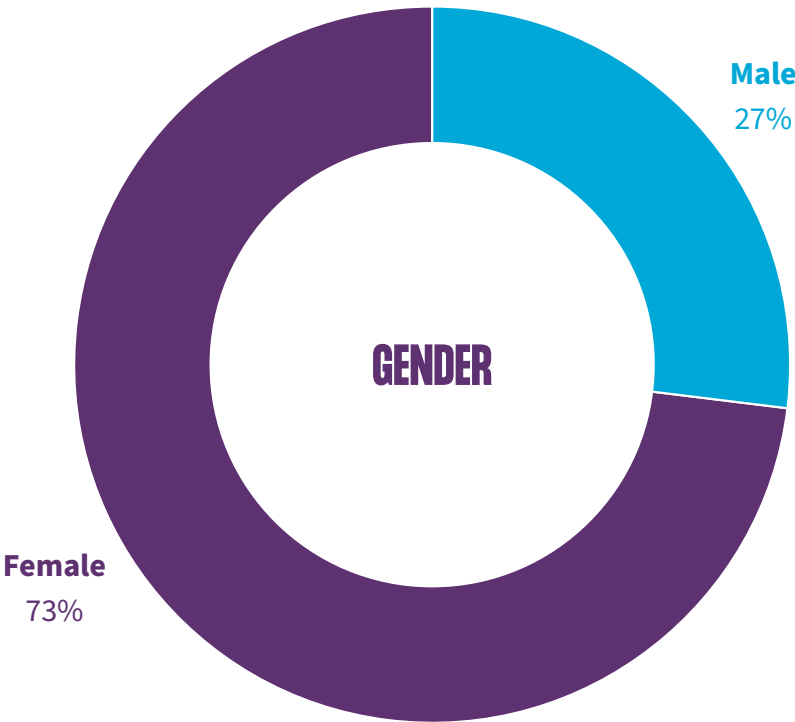
"FFT has been supportive [in relation to diversity]"

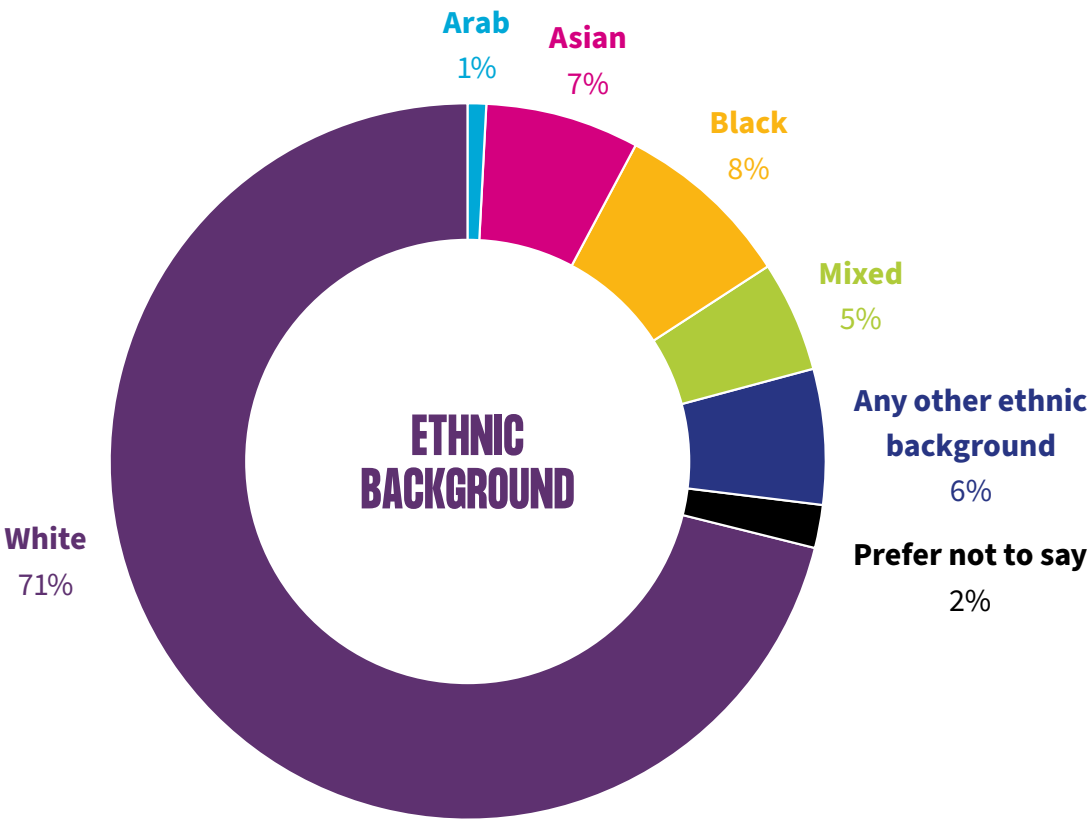*- Freedom From Torture Service User*

FREEDOM FROM TORTURE IN NUMBERS

Percentages calculated out of the number of employees who have completed a diversity monitoring form. 75% employees diversity data completion rate as at 31 October 2023.
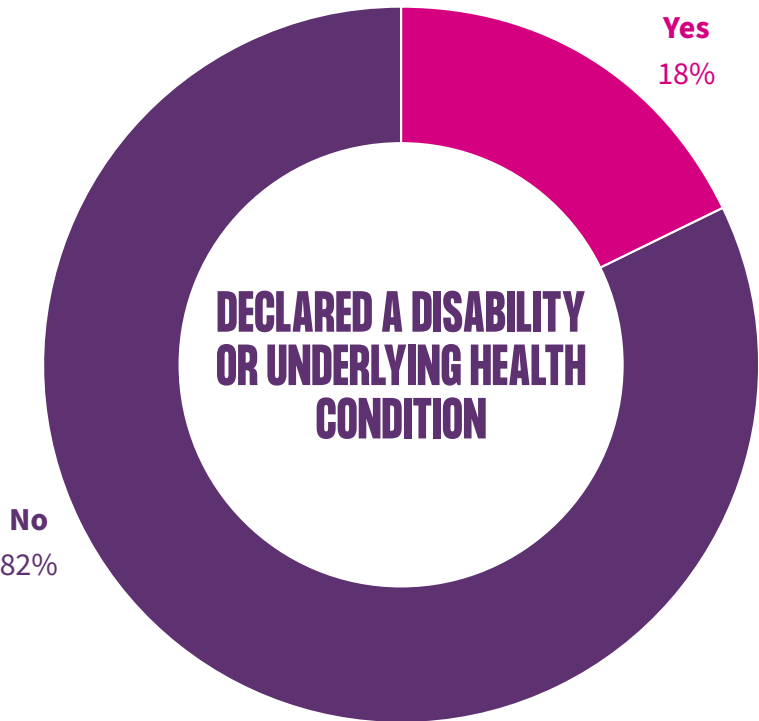
EMPLOYEES SPLIT BY GENDER
(as of 31 October 2023)

GENDER

Male 27%

Female 73%

EMPLOYEES SPLIT BY ETHNIC BACKGROUND
(as of 31 October 2023)

ETHNIC BACKGROUND

Arab 1%

Asian 7%

Black 8%

Mixed 5%

Any other ethnic background 6%

Prefer not to say 2%

White 71%

EMPLOYEES SPLIT BY DISABILITY STATUS
(as of 31 October 2023)

DECLARED A DISABILITY OR UNDERLYING HEALTH CONDITION

Yes 18%

No 82%

EMPLOYEES WHO ARE SURVIVORS OF TORTURE

(% of **completed diversity data**. As of 31 October 2023)

Yes
5%

No
95%

SURVIVOR OF TORTURE

EMPLOYEES WHO ARE SURVIVORS OF TORTURE

(% of **all employees**. As of 31 October 2023)

Yes
4%

No
96%

SURVIVOR OF TORTURE

OUR PHILOSOPHY OF CONTINUAL CURIOSITY AND PROGRESS

Diversity and Inclusion progress is driven by ongoing dialogue and a commitment to keep pushing the envelope further as consciousness and norms develop.

This is a living strategy that will evolve as we listen and act, based on our understanding of what is working effectively and learning from the challenges we encounter along the way.

We recognise that dismantling structural inequality and achieving meaningful and transformative change takes time and is sometimes not linear, but we are committed to rapid progress on this strategy, starting now.

THIS IS WHAT WE MEAN WHEN WE TALK ABOUT DIVERSITY, EQUITY AND INCLUSION.

Diversity refers to the mix of individuals within our organisation. It includes different characteristics such as age, caring responsibilities, disability, ethnicity, experience of being a survivor of torture, gender, gender reassignment, marriage and civil partnership, neurodivergence, pregnancy and maternity, religion and belief, sexuality, socio economic categories. Being a diverse organisation means our people have a varied range of these characteristics.

Equity recognises that we are all different, and that this is what makes each one of us remarkable. Rather than treating everyone the same, it means considering individual needs, while also fixing the system and rebalancing structures to address disadvantages faced by minority groups. Equity leads to Equality.

Inclusion is when everyone feels like they belong. Achieving this is fundamental to a thriving organisation, and depends on the actions we take. This means everyone has the opportunity to voice their opinions, see themselves reflected when they look around, and does not feel excluded on the basis of their identity.

LANGUAGE IS POWERFUL

We have developed a glossary to explain some of the words or phrases used throughout this strategy, because we acknowledge the power of language and the need for a common understanding of key terms so that our ambitions and approach are clear to all.

Unconscious Bias

We are all affected by unconscious bias. Unconscious bias is when we make judgments or decisions on the basis of our prior experience, our own personal deep-seated thought patterns, assumptions or interpretations, and we are not aware that we are doing it.

Cis-women

Individuals whose gender identity aligns with the sex assigned to them at birth. Cis-women are not transgender.

Cultural Competencies

The ability to effectively interact and work with individuals from different cultural backgrounds, understanding and respecting their values, beliefs, and norms. Important to understand the impact of actions on psychological behaviour.

Cultural Humility

Admitting that one does not know and is willing to learn from others e.g., clients about their experiences, while being aware of one's own embeddedness in culture(s).

Decolonisation

Dismantling colonial practices, attitudes, and systems and empowering Indigenous or marginalised communities to reclaim their culture and self-determination.

Discrimination

Treating a person or a particular group of people differently especially in a worse way from the way in which you treat other people, because of their race, gender, sexuality, etc.

Equality

Equality = Sameness. Equality promotes fairness and justice by giving everyone the same thing. BUT, it can only work if everyone starts from the same place. Anti-discrimination laws (most notably the Equality Act 2010), exist to ensure that people are not treated less favourably because of certain characteristics (known as "protected characteristics") in the workplace and in wider society. They are important as a means of addressing discrimination in individual cases and also at a structural level.

Gender non-confirming

Individuals whose gender expression or identity does not conform to societal expectations associated with their assigned sex at birth.

Gender Inclusivity

A commitment to creating an environment and culture that respects and affirms people of all gender identities and expressions.

LGBTQIA+

It is an abbreviation for lesbian, gay, bisexual, transgender, queer or questioning, intersex, asexual, and more. These terms are used to describe a person's sexual orientation or gender identity.

Marginalisation

The process of pushing individuals or groups to the edges of society, denying them access to resources, opportunities, and decision-making power.

Neurodiversity

The concept that neurological differences, such as autism, ADHD and dyslexia, are natural variations of the human brain rather than disorders that need to be cured or fixed.

Nonbinary

A gender identity that does not fit within the traditional categories of male or female. Nonbinary individuals may identify as a mix of genders, neither gender, or a different gender entirely.

Patriarchal gender norms

Patriarchal gender norms refer to social norms that sustain a social system in which men hold primary power and predominate in roles of political leadership, moral authority, social privilege, and control of property.

Power Dynamics

Relationships between individuals or groups where one holds authority, control, or influence over the other(s). Power dynamics can affect various aspects of life, including social, professional, and interpersonal interactions.

Prejudice

Prejudice can be conscious or unconscious and involves stereotypes, prejudgements, and beliefs (which are usually negative) about a group of people. These beliefs can be based on: race, sex, gender, religion, culture, disability, sexuality, etc

Systemic Racism

The presence of racial bias and discrimination within the structures and institutions of society, leading to unequal outcomes for different racial groups.

Tokenisation

The practice of doing something (such as hiring a person who belongs to a minority group) only to prevent criticism and give the appearance that people are being treated fairly". Examples of tokenisation in the workplace:

- A very small number of staff from a marginalized community are expected to speak on and fully represent said marginalized community. The organisation places the burden of carrying the brunt of the work related to diversity on said staff.

- Black, Indigenous and People of Colour are recruited to formal leadership positions, but white staff/administration keep all the power. The organisation maintains white dominance. The organisation places Black, Indigenous and People of Colour as a mouthpiece to shield against critique of their diversity efforts.

Transgender

A transgender person (often shortened to trans) is someone whose gender identity differs from that typically associated with the sex they were assigned at birth. Some transgender people who desire medical assistance to transition from one sex to another identify as transsexual. Transgender is also an umbrella term; in addition to including people whose gender identity is the opposite of their assigned sex (trans men and trans women), it may also include people who are non-binary or genderqueer.

White saviourism

"White saviourism" is a term that is used to describe white people who consider themselves helpers to Black, Indigenous and People of Colour, but they "help" for the wrong reasons (and sometimes end up doing more to hurt than help). White saviourism, refers to those who work from the assumption that they know best about what Black, Indigenous and People of Colour folks need. They believe it is their responsibility to support and uplift communities of colour — in their own country or somewhere else — because people of colour lack the resources, willpower, and intelligence to do it themselves. In short, white saviours consider themselves superior, whether they realise it or not. They swoop in to "make a difference" without stopping to consider whether that difference might not, in fact, have more negative effects than positive ones.

Zero tolerance approach

Zero tolerance means that (i) we will take action and (ii) the action will be proportionate to the circumstances of the case.

MORE DEFINITIONS CAN BE FOUND HERE

WE ARE COMMITTED TO RECOGNISING INTERSECTIONALITY

— CREATING A CULTURE OF BELONGING AND OPENNESS.

The analytical framework underpinning our Diversity, Equity and Inclusion approach.

- Our individual identities are not limited to one single element and are shaped by multiple experiences and identities. We are all made up of many different parts and we all hold multiple identities simultaneously.

- When an individual belongs to more than one identity group, they can experience multiple types of discrimination and disadvantage simultaneously.

- Within multiple identities there is another story to tell for many people, in particular multiple overlapping disadvantages unique to a particular lived experience, which can have a compounding effect.

What this means

- We want to create services and a workplace and communities in which people are treated fairly, respectfully and equitably according to their needs.

- We will consider advantages and disadvantages not through one diversity lens at a time but through a range of intersectional lenses to better understand how advantages and disadvantages impact on individual people.

- We will avoid assuming that people belonging to a group or groups all have the same needs.

- We will take appropriate action to address intersectional disadvantage and discrimination, to achieve equity.

Protected Characteristics and beyond.

- The following characteristics are protected by law under the Equality Act 2010: **age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, and sexual orientation.**

- At Freedom from Torture, we are committed to going further by embracing needs arising from the following social groups and characteristics:

  - **Caring responsibilities**
  - **Cognitive impairment**
  - **Impact of trauma: our clients and workforce serving them**
  - **Language**
  - **Lower income**
  - **Menopause**
  - **Menstruation**
  - **Neurodiversity**
  - **Socio Economic Background**

THE 6 PILLARS OF FREEDOM FROM TORTURE EQUITY, DIVERSITY AND INCLUSION STRATEGY

1 We are supporting survivors with survivors.

2 We are an anti-racist organisation.

3 We are committed to promoting gender-inclusivity and LGBTQIA+ rights.

4 We are supporting Disability and Neurodiversity

5 We are managing conflicts linked to identities positively.

6 We are led by diverse, inclusive and effective leaders.

1 WE ARE SUPPORTING SURVIVORS WITH SURVIVORS.

What this means:

- Developing intersectional approaches acknowledging unique experiences for survivors at the crossroad of their identities

- Embedding "co-creation" within safe and inclusive spaces to empower survivors to shape our work, mindful of power dynamics linked to structural racism and other inequalities.

- Investing in survivors when they transition from client to employee (change of status within the organisation) or when they are already working in the organisation (avoiding tokenisation).

- Ensuring our colleagues who are not survivors understand the impact their behaviour can have on their colleagues who are (including in the context of intersectionality)

Outcomes by 2027

- Further development of our Pathways treatment model based on service users' insights gathered via survivors co-led surveys, including:

  - Attention to equity issues faced by survivors in accessing our services (e.g., women with children, survivors with disabilities), linked to structural inequalities; and

  - Expansion of survivors co-led treatment services as a means of overcoming traditional power dynamics and boosting service effectiveness

- Growth of the Survivors Speak OUT (SSO) network from 42 to 45 members across different UK regions, to expand:

  - SSO's capacity, including to avoid undue burdens of representation falling on active members;

  - SSO's geographical reach; and

  - The diversity of intersectional identities and experiences reflected in SSO's membership.

- Survivors co-leadership of all Freedom from Torture movement-building initiatives and campaigns, from planning through to delivery, monitoring, evaluation and learning.

- An increase from 4% to 8% of employees who are survivors of torture, supported via:

  - Apprenticeship, learning and development, talent management and leadership programmes;

  - Induction programmes that are sensitive to the challenges for any former clients (and their former clinicians) of transitioning onto our staff team.

- Training and other supports for employees and volunteers on intersectionality, trauma-informed approaches to leadership and wellbeing and how to avoid tokenisation of survivors.

- Remuneration of non-employed survivors when they contribute to the work of Freedom from Torture, where we are legally permitted to do so, given bans on payments to most asylum seekers as part of the "hostile environment".

"FFT is flexible and responsive; the thing that made the biggest difference is being listened to."

- Freedom From Torture Service User

② WE ARE AN ANTI–RACIST ORGANISATION.

Anti-racism is the active work to oppose racism and to produce racial equity – so that racial identity is no longer a factor in determining how anyone fares in life.

What this means:

- Being conscious of structural racism, colonialism and the imperial history of the UK when narrating survivors' stories and in our influencing work

- Prioritising anti-racism work by dedicating time and resource to it

- Redressing racial inequity via positive action or other targeted approaches

- Supporting our colleagues from ethnic minority backgrounds by creating cultures of civility, respect and safety, so that people can bring their authentic selves to work.

- Educating staff to expand and build their competencies around anti-racism, whilst recognising the importance of continuous self-learning

- Encouraging self-reflection on the power we hold that may be a barrier to racial equity.

- the survivor's truth, dignity and agency, and never as a helpless victim.

- Anti-racism embedded in our influencing work, including campaigns against anti-refugees' policies.

- Training and other supports for employees and volunteers on understanding racism and associated power dynamics and how they can individually impact and play a role in accelerating positive change.

- A plan to better reflect the communities we serve across our workforce, including in management positions and our clinical services.

- New ways to celebrate racial diversity at Freedom from Torture and promote this as a reason to apply to work with us.

- Anti-racism factored into review of Freedom from Torture's internal policies.

- Strengthening our policies and procedures to better empower our people to tackle racism (and other forms of discrimination) including racist stereotypes and micro-aggressions.

Outcomes by 2027

- Survivors of torture presented in all our communications in a way that respects

③ WE ARE COMMITTED TO PROMOTING GENDER–INCLUSIVITY AND LGBTQIA+ RIGHTS.

What this means:

Reducing gender-based discrimination

- Respecting the wide variety of gender identities that our clients, staff and external partners may hold.

- Tackling patriarchal gender norms

- Reducing stigma surrounding menopause and menstruation

Tackling discrimination against LGBTQIA+ people

- Creating a strong sense of togetherness, where people are always respectful of the journeys of others.

- Supporting our colleagues who are LGBTQIA+ by creating cultures of civility, respect and safety so that people can bring their authentic selves to work.

- Encouraging employees and volunteers to undertake active self-reflection on implicit biases and the ways in which they may perpetuate discrimination against LGBTQIA+ people.

- Ensuring LGBTQIA+ clients, staff, and external partners' safety, physically, mentally, emotionally and professionally

- Exploring how within our charitable objects Freedom from Torture can support efforts to create a more LGBTQIA+-inclusive society in the UK.

Outcomes by 2027

Reducing gender-based discrimination

- Improved access to Freedom from Torture's services for survivors of torture who are cis-women, trans people, nonbinary, and gender non-conforming people.

- Resources and interventions related to menopause and menstruation.

- Gender inclusivity factored into review of Freedom from Torture's internal policies.

Tackling discrimination against LGBTQIA+ people

- Improved access to Freedom from Torture's services for survivors of torture who are LGBTQIA+

- A flourishing Pride network helping LGBTQIA+ employees and volunteers to thrive at Freedom from Torture

- Training and other supports for employees and volunteers on trans-inclusivity

- LGBTQIA+ inclusivity factored into review of Freedom from Torture's internal policies.

4 WE ARE SUPPORTING DISABILITY AND NEURODIVERSITY

The community of people with a disability is diverse. Being a person with a disability is one of many layers of identities and experiences. The intersection between torture and the rights of persons with disabilities is significant. Persons with disabilities are sometimes subjected to torture because they have disabilities, and survivors of torture may develop disabilities because of the abuse they have suffered.

What this means:

Increasing accessibility for clients and colleagues with disabilities

- Challenging attitudes and stigmas around disability

- Creating an accessible and inclusive culture by removing barriers for survivors and staff who have a disability(ies)

- Ensuring staff and survivors with disabilities have physical accessibility to our premises and facilities.

- Ensuring staff with disabilities have the opportunity to fulfil their potential.

- Factoring a disability lens into our work with survivors to advocate for their rights in the UK and beyond.

"The fact that staff teams include previous clients is reassuring and encourages a belief that progress is possible. We can be included."

- Freedom From Torture Service User

Neurodiversity is used to describe a variety of conditions related to cognitive abilities of a person, such as autism, dyslexia, ADHD (Attention Deficit Hyperactivity Disorder), and OCD (Obsessive Compulsive Disorder), to name a few.

Some neurodivergent conditions may be considered as disabilities, but it is not always the case.

Accommodating the needs of neurodivergent clients and colleagues

- Challenging attitudes and stigmas around Neurodiversity

- Encouraging clients and staff to share their neurodiverse conditions so they can be provided with organisational support and accommodations.

- Creating an environment where neurodivergent survivors and staff can thrive.

Outcomes by 2027

Increasing accessibility for clients and colleagues with disabilities

- Factoring disability inclusivity into the review of Freedom from Torture's internal policies

- A more disability friendly organisation for survivors and staff by:

  - Improving access to Freedom from Torture's 5 centres and services for survivors of torture who have a disability(ies)

  - Maximising opportunities to attract, develop, support and retain people with disabilities across all job levels within our workforce.

- Delivering trainings, utilising external research, and learning from lived experience to better support survivors and staff with disabilities.

- Empowering survivors and staff with a disability(ies) to amplify their voices and to champion their rights.

Accommodating the needs of neurodivergent clients and colleagues

- Factoring neurodiversity into the review of Freedom from Torture's internal policies, including developing a neurodiversity policy.

- Equipping clinical staff and line managers with relevant trainings and tools to better support neurodiverse survivors and staff

- Introducing a range of standard and tailored neurodiversity related adjustments (e.g., captions to videos, providing earplugs)

- Encouraging a flourishing neurodiversity staff affinity group helping neurodiverse employees and volunteers to thrive at Freedom from Torture.

5 WE ARE MANAGING CONFLICTS LINKED TO IDENTITIES POSITIVELY.

We each come from particular identities, unique backgrounds, and particular upbringings. Due to this, we all carry our own implicit biases. The key to achieving a diverse workplace is maximizing the number of identities and experiences represented in a room, and this oftentimes inherently results in conflict just as a by-product of the interaction between diverse, and sometimes conflicting identities.

What this means:

- Developing a culture where we normalise people having different views whilst acknowledging that diversity "done right" involves conflict.

- Ensuring staff treat clients, each other and all our stakeholders with compassion and respect, and encouraging the practice of cultural humility.

- Promoting a culture of Zero tolerance in relation to discriminatory behaviours and practices, in order to protect marginalised groups when conflict arises.

- Developing a spirit of curiosity when faced with questions and challenges about what else might be possible.

Outcomes by 2027

- Training and other supports for employees and volunteers on non-violent communication, the practice of cultural humility and the development of cultural competencies

- Managers equipped to support teams with positive conflict management skills, as part of our trauma-informed leadership development programme

- Developing a Zero Tolerance framework through operational processes, safe spaces and times to share experiences and learn from each other. It will be applied in the instance of discriminatory language, behaviour or actions used or taken against minorities, as a protection measure.

- Spaces for staff to facilitate innovative conversations pertaining to diversity, equity and inclusion.

6 WE ARE LED BY DIVERSE, INCLUSIVE AND EFFECTIVE LEADERS.

What this means:

- Trustees championing and modelling diversity, equity and inclusion, including by promoting diversity at Board level and ensuring an inclusive approach, so that all trustees are welcomed, valued and able to contribute.

- Senior Managers championing and modelling diversity, equity and inclusion, leading on implementation of this strategy and being accountable for its delivery.

- Diversifying our organisation-wide managerial team and empowering people from marginalised backgrounds to take up leadership positions, particularly in our clinical teams.

- All our leaders modelling inclusive behaviour, encouraging diversity of views and feedback, and enabling staff to feel safe to challenge.

- Supporting managers through our trauma-informed leadership development programme to build out the necessary competencies to operationalise diversity, equity and inclusion in their work.

Outcomes by 2027

- Active Board championing of diversity, equity and inclusion including by:

  - Building diversity considerations into trustee and CEO recruitment processes

  - Mainstreaming a diversity, equity and inclusion lens across our governance

  - Supporting diversity, equity and inclusion initiatives at Freedom from Torture

  - Considering relevant management data (e.g., from our diversity audit and staff survey results)

  - Scrutinising of our performance in delivering this strategy

- Active championing of diversity, equity and inclusion by senior managers including via:

  - Building diversity considerations into management recruitment processes

  - Leadership in implementing this strategy.

  - Driving discussions in the organisation about how to progress Freedom from Torture's agenda in relation to diversity, equity and inclusion, taking account of recommendations from our staff-led Race & Inclusion Taskforce.

  - Participating in our Race & Inclusion Taskforce, ensuring as far as practicable that there is always SMT representation at meetings.

  - Accountability for performance in delivering this strategy.

- Roll out of our Trauma-Informed Leadership Development Programme to all managers and implementing Peer Consultancy groups for additional support.

- Expanding our recruitment practices with a diversity lens

- Developing the Survivor Leadership Development Programme

- Embedding Lived Experience Support Worker roles as an integral part of the organisation

- Introducing a series of leadership interventions using model(s) to help managers develop their inclusive personal approach to leadership.

- Utilising End and Mid-Year Reviews to ensure managers are actively embodying equity and inclusivity in their leadership style.

HOLDING OURSELVES ACCOUNTABLE

Accountability is essential to the success of any strategy. Accountability in relation to our diversity, equity and inclusion strategy means:

- Being transparent, open and honest about our current position in relation to diversity, equity and inclusion

- Everyone being responsible for implementing our diversity, equity and inclusion strategy. Taking special care to avoid tokenising or overburdening

people with protected characteristics, particularly survivors.

- Continuously improving and growing our diversity, equity, and inclusion activities, ensuring we remain relevant.

- Consistently reviewing the goals of this strategy, so they are at the forefront of enabling us to deliver our mission and wider strategy for survivors.

Our accountability framework for the Diversity, Equity and Inclusion Strategy is as follows. It will be closely linked to the 4 yearly action plans (2024, 2025, 2026 and 2027).

What	Who	When
Set an annual action plan embedded as part of our annual planning and budgeting process.	Head of Human Resources / Senior Managers	By December each year
Review achievement of annual action plan for the current year in order to update objectives and ensure progress is being made	Head of Human Resources / Senior Managers	Between October and December each year *(To feed into the above)*
Quarterly diversity, equity and inclusion Human Resources KPIs	Head of Human Resources	March, June, September & December each year
Human Resources annual reporting on diversity, equity and inclusion (including annual KPIS)	Head of Human Resources / Senior Managers	November/December each year *(PSE Committee and Board Meeting)*
Clinical annual reporting on diversity, equity and inclusion	National Director of Clinical Services / Associate Director of Clinical Services	November/December each year *(PSE Committee and Board Meeting)*
Publish our pay gap analysis findings for gender and ethnicity in our trustees' annual report	Director of Finance and Central Services / Head of Human Resources	July each year
Twice yearly anonymous employees' and volunteers' satisfaction in relation to diversity, equity and inclusion as part of our Pulse survey	Head of Human Resources	January & July each year
Ongoing feedback *"We want you to feel informed and involved in the delivery of our Diversity, Equity and Inclusion Strategy. We will share regular updates.* *As much as we welcome positive feedback; we know we won't always get things right. We are open to challenge and suggestions of things we could be doing to improve Diversity, Equity and Inclusion at Freedom from Torture. If you have any feedback or comments, please contact: inclusion@freedomfromtorture.org*	Feedback from all stakeholders: clients, ex-clients, funders, supporters, suppliers and any other third parties, the public, employees, volunteers, contractors	Ongoing via our website, intranet and internal email system

ACCOUNTABILITY FRAMEWORK SEQUENCE

STEP 1

HEAD OF HR/SENIOR MANAGERS → TRUSTEES

STEP 2

RACE AND INCLUSION TASKFORCE → LEADERSHIP FORUM → ALL STAFF

STEP 3

EXTERNALLY

FREEDOM
FROM
TORTURE

EMPOWERING
SURVIVORS,
REBUILDING
LIVES

THE CHARITY AWARDS 2023

OVERALL WINNER

GLOSSARY

Accessible services
Services that are accessible to all clients, regardless of language, cultural background, or any other barriers they may face.

Advocacy for policy change
Using a platform and expertise to advocate for policy changes e.g., to protect the rights of torture survivors and combat racism at both national and international levels.

Ageism
Ageism, also called age discrimination, is when someone treats you unfairly because of your age. Young people may experience age discrimination by being belittled, passed over for jobs or being paid poor wages just because they are young. Older people may be denied jobs or refused work because an employer believes they are too old. It can also include the way that older people are represented in the media, which can have a wider impact on the public's attitudes.

Allyship
An ally is often defined as someone who is not a member of a marginalised group but wants to support and take action to help others in that group.

ADHD
ADHD (Attention-Deficit/Hyperactivity Disorder): A neurodevelopmental disorder characterised by difficulties with attention, hyperactivity and impulsivity.

Autism
A complex neurodevelopmental condition that affects social interaction, communication and behaviour. People with autism may have a wide range of abilities and challenges.

Unconscious Bias

We are all affected by unconscious bias. Unconscious bias is when we make judgments or decisions on the basis of our prior experience, our own personal deep-seated thought patterns, assumptions or interpretations, and we are not aware that we are doing it.

Implicit Bias

Unconscious attitudes or stereotypes that affect our understanding, actions, and decisions, often in ways we may not be aware of.

Caring Responsibilities

The sort of roles and responsibilities that carers have to provide varies widely. They can range from help with everyday tasks such as getting out of bed and personal care such as bathing, to emotional support such as helping someone cope with the symptoms of a mental illness.

Cis man

A cis man, shorthand for "cisgender man," is a non-trans man—a man whose assigned sex at birth is male, and whose gender identity aligns with that typically culturally associated with his assigned sex at birth.

Cis women

Individuals whose gender identity aligns with the sex assigned to them at birth. Cis women are not transgender.

Cognitive impairment

Cognitive impairment is when a person has trouble remembering, learning new things, concentrating, or making decisions that affect their everyday life. Cognitive impairment ranges from mild to severe.

Colonialism

The historical and ongoing practice of a dominant power extending its control over other territories and people, often resulting in cultural, economic, and social oppression.

Cultural Appropriation

Adopting or using elements from another culture, often without understanding or respecting its significance, which can lead to exploitation or misrepresentation.

Cultural Competencies

The ability to effectively interact and work with individuals from different cultural backgrounds, understanding and respecting their values, beliefs, and norms. Important to understand the impact of actions on psychological behaviour.

Cultural Humility

Admitting that one does not know and is willing to learn from others e.g., clients about their experiences, while being aware of one's own embeddedness in culture(s).

Decolonisation

Dismantling colonial practices, attitudes, and systems and empowering Indigenous or marginalised communities to reclaim their culture and self-determination.

Discrimination

Discrimination is treating a person or a particular group of people differently especially in a worse way from the way in which you treat other people, because of their race, gender, sexuality, etc.

Diverse representation

Diversity and inclusion in an organisation's leadership, staff, and volunteers to enrich the organisation's work.

Diversity

Diversity includes, but is not limited to, age, ethnic origin, national origin, race, colour, sex, sexual orientation, gender identity, gender expression, marital status, disability, religious beliefs, survivor of torture, creeds, citizenship status, socio-economic status and neurodiversity and income.

Dyslexia

It is a specific learning disability that primarily affects reading and language processing. People with dyslexia may have difficulty with reading, spelling and writing.

Equitable treatment

Ensuring that regardless of their race, ethnicity, or nationality, all are treated with fairness, dignity, and respect. The elimination of any discriminatory practices within a given organisation is key.

Equity

Equity = Fairness. Equity is about making sure people get access to the same opportunities. Sometimes our differences or histories can create barriers to participation, so we must FIRST ensure EQUITY before we can enjoy equality. Equity is about fixing unjust systems that create barriers to ensuring equality.

Equality

Equality = Sameness. Equality promotes fairness and justice by giving everyone the same thing. BUT, it can only work if everyone starts from the same place.

Genderqueer

A gender identity that does not fit within the traditional binary understanding of male or female. Genderqueer individuals may identify as both, neither, or a combination of genders

Gender non-conforming people

They are individuals whose gender expression or identity does not conform to societal expectations associated with their assigned sex at birth.

Gender Inclusivity

A commitment to creating an environment and culture that respects and affirms people of all gender identities and expressions.

Inclusion

Inclusion is ensuring that all (regardless of identity) are able to fully participate, are valued, and welcome as their authentic selves.

Intersectionality

The concept of intersectionality describes the ways in which systems of inequality based on gender, race, ethnicity, sexual orientation, gender identity, disability, class and other forms of discrimination "intersect", leading to unique experiences of discrimination and privilege. For example, when a Muslim woman wearing the Hijab is being discriminated against, it would be impossible to dissociate her gender from her Muslim identity and to isolate the dimension(s) causing her discrimination.

Language Justice

Everyone has the right to communicate in the language in which they feel most comfortable. In multilingual communities around the world, dialogue across language difference is only possible through the use of strategies to bridge differences in language.

LGBTQIA+

It is an abbreviation for lesbian, gay, bisexual, transgender, queer or questioning, intersex, asexual, and more. These terms are used to describe a person's sexual orientation or gender identity.

Lower income

A broad definition of low household income, as suggested by the Government, applies to annual earnings less than 60% of the median UK household income. For London, this cut-off point is approximately £21,000.

Marginalisation

The process of pushing individuals or groups to the edges of society, denying them access to resources, opportunities, and decision-making power.

Menopause

Menopause is experienced by older women and other older people who menstruate. It is the time that marks the end of the menstrual cycles.

Menstruation

Also known as a period, menstruation is normal, vaginal bleeding that occurs as part of the monthly cycle of young girls, women, and people who menstruate.

Microaffirmations

Small, everyday actions and gestures that communicate respect, support, and inclusion to marginalised individuals, counteracting microaggressions.

Microaggression

Microaggressions are defined as the everyday, subtle, intentional — and oftentimes unintentional — interactions or behaviours that communicate some sort of bias toward historically marginalized groups. The difference between microaggressions and overt discrimination or macroaggressions, is that people who commit microaggressions might not even be aware of them.

Neurodiversity

The concept that neurological differences, such as autism, ADHD and dyslexia, are natural variations of the human brain rather than disorders that need to be cured or fixed.

Nonbinary

A gender identity that does not fit within the traditional categories of male or female. Nonbinary individuals may identify as a mix of genders, neither gender, or a different gender entirely.

OCD (Obsessive Compulsive Disorder)

A mental health disorder characterised by intrusive thoughts (obsessions) and repetitive behaviours or rituals (compulsions) to alleviate anxiety or distress.

Patriarchal gender norms

Patriarchal gender norms refer to social norms that sustain a social system in which men hold primary power and predominate in roles of political leadership, moral authority, social privilege and control of property.

Performative Activism

Defined as activism that is done to increase one's social capital rather than because of one's devotion to a cause. A person who is taking part in performative activism would rather let it be known that they are not racist, sexist, homophobic, etc rather than actually seeking to change oppressive structures. Can also be applied to allyship.

Power Dynamics

Relationships between individuals or groups where one holds authority, control, or influence over the other(s). Power dynamics can affect various aspects of life, including social, professional, and interpersonal interactions.

Prejudice

Prejudice can be conscious or unconscious and involves stereotypes, prejudgements, and beliefs (which are usually negative) about a group of people. These beliefs can be based on: race, sex, gender, religion, culture, disability, sexuality, etc.

Socio economic background

Socio-economic background relates to a combination of an individual's income, occupation and social background. Socio-economic background is a key determinant of success and future life chances.

Structural Oppression

Society's institutions, such as government, education, and culture, all contribute to or reinforce the oppression of marginalized social groups while elevating dominant social groups. An example of a system of oppression is systemic racism.

Systemic Racism

The presence of racial bias and discrimination within the structures and institutions of society, leading to unequal outcomes for different racial groups.

Addressing systemic racism

Advocate for changes at a systemic level that contribute to racism and discrimination. This may involve collaborating with other organisations, participating in advocacy campaigns, or engaging with policymakers. For Freedom from Torture, this means torture survivors will be the lead and in the centre.

Tokenism/Tokenisation

The practice of doing something (such as hiring a person who belongs to a minority group) only to prevent criticism and give the appearance that people are being treated fairly". Examples of tokenisation in the workplace:

- A very small number of staff from a marginalized community are expected to speak on and fully represent said marginalized community. The organisation places the burden of carrying the brunt of the work related to diversity on said staff.

- Black, Indigenous and People of Colour are recruited to formal leadership positions, but white staff/administration keep all the power. The organization maintains white dominance. The organisation places Black, Indigenous and People of Colour as a mouthpiece to shield against critique of their diversity efforts.

Trans people

A transgender person (often shortened to trans) is someone whose gender identity differs from that typically associated with the sex they were assigned at birth. Some transgender people who desire medical assistance to transition from one sex to another identify as transsexual. Transgender, often shortened as trans, is also an umbrella term; in addition to including people whose gender identity is the opposite of their assigned sex (trans men and trans women), it may also include people who are non-binary or genderqueer.

White Saviourism

"White saviourism" is a term that is used to describe white people who consider themselves helpers to Black, Indigenous and People of Colour, but they "help" for the wrong reasons (and sometimes end up doing more to hurt than help). White saviourism, refers to those who work from the assumption that they know best about what Black, Indigenous and People of Colour folks need. They believe it is their responsibility to support and uplift communities of colour — in their own country or somewhere else — because people of colour lack the resources, willpower, and intelligence to do it themselves. In short, white saviours consider themselves superior, whether they realize it or not. They swoop in to "make a difference" without stopping to consider whether that difference might not, in fact, have more negative effects than positive ones.

Zero tolerance approach to discrimination

Zero tolerance means that (i) we will take action and (ii) the action will be proportionate to the circumstances of the case.