

# Social Enterprise UK's Action Plan for Anti-Racism, Justice, Equity, Diversity and Inclusion

This document gives an overview of Social Enterprise UK's (SEUK) plans and actions already taken to embed principles of justice, equity, diversity and inclusion (JEDI) across the organisation's internal processes and external work. Below it is a table detailing the principles which SEUK commits to delivering, and our progress so far against these principles.

As described in our statement we are approaching diversity and inclusion work through the lens of anti-racism. We know that as an organisation we need to be more actively anti-racist across our operations and there is evidence that particular racial groups are under-represented in our sector. Our approach will be intersectional – recognising how different forms of oppression interrelate. We believe that our focus on race will contribute to putting in place strategies and structures that will allow us to address other forms of oppression such as that based on sex, gender, disability, sexual orientation and class.

## **Leadership from the top, responsibility throughout**

Peter Holbrook, our CEO, is our Executive Sponsor on Race. He is personally responsible for overseeing our work, reporting to the Board and making public statements linked to EDI.

The SEUK Board is committed to this agenda and is signed up to our statement on EDI work and to this action plan. At each quarterly Board meeting, Peter presents an update to the Board on progress on our EDI work.

All Directors in the Senior Leadership Team are required to submit quarterly updates on actions taken and actions planned, which are submitted to the CEO and the Board for scrutiny. Directors and managers are expected to lead regular discussions with their teams about these actions and ensure that annual objectives reflect ambitions for change.

Individuals in every team at SEUK have a responsibility to embed EDI principles into their day-to-day work with accountability sitting with each team to ensure this is a priority, recognised in objectives and appraisals. All staff are invited to participate in quarterly EDI discussions and expected to build their knowledge proactively and continually in this area, which support from managers and SEUK as required.

### **Continual learning and improving – driving up minimum standards**

We have not developed a detailed static action plan because we believe it will be important for this work to continually progress.

We think it is important to understand and to ensure that all our operations are achieving at least the minimum recognised standards of best practice – then building on this by regularly identifying how we can do better, upgrading our ‘minimum’ standards across our work. We have begun by looking at processes around HR, procurement, events, research, data collection, policy work, public affairs, social media and comms and member engagement.

This embedded process of building our knowledge and understanding and identifying and improving standards across all our workstreams will help us achieve our commitments.

### **Using data to shape learning and organisational approaches**

One main focus over the last year has been to develop a deeper understanding of justice, equity, diversity and inclusion , and we recognised the need for better information to achieve this.

Our current data focus is on our membership, to ensure more informed practice across all our work. By collecting more details about who leads and staffs our member social enterprises, and the work that they do, we are building a better understanding of the ways that social enterprises engage with people from racialised communities.<sup>1</sup>

To date we have:

- Collected additional data from over 300 social enterprise members directly
- Collected additional data from almost 900 social enterprises through our State of Social Enterprise survey

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<sup>1</sup> We use the term racialised communities in place of the acronym BAME. Using the term racialised communities recognises the social construction of race – how people are viewed through the prism of race by others and how this is directly tied into ideas around colonialism and white supremacy. As social enterprise Spark & Co phrase it – ““Racialised” doesn't define the community or the identity, but rather the phenomenon that has happened to them” - <https://www.sparkandco.co.uk/news/four-letters-cant-define-81-million-lives>. When referring to people from specific groups we will refer to them through the ethnicity they define themselves as i.e. Black led social enterprises.

- Collected additional data from over 200 social enterprises through our Social Enterprise Advisory Panel survey
- Adjusted events sign up and feedback forms and working to adjust our membership joining form to better understand the diversity of our members
- Made anonymised data available for research

### **Learning by doing**

Across SEUK, we have undertaken a range of actions to improve our knowledge and practice. This has included:

- Embedding anti-racism and JEDI commitments across SEUK, led by our board and senior leadership team, ensuring transparency and regular reporting and review of existing policies
- Implementing practices to improve diversity in board and staff recruitment
- Looking at improvements to public reporting of SEUK data, building on our previous impact reports (including staff and Board demographics and gender and ethnicity pay gaps)
- Exploring team-level opportunities to broaden networks, profile new voices and produce relevant and useful content
- Confirming our expectations around JEDI to partners, funders and sponsors

### **Our role influencing the wider social enterprise community and beyond**

We see our role as championing and being the voice for best practice and expertise across the movement, seeking to understand what our membership needs and what it can offer others. We seek to raise the bar for all social enterprises, building data and knowledge that will allow us to achieve this.

We will seek to achieve this by:

- Regular and transparent reporting and updates on SEUK actions on JEDI
- Promoting the JEDI work of social enterprise members for whom this is their expertise
- Providing resources for members looking to improve their JEDI practices
- Ensuring social enterprise leaders and staff from racialised communities, and from all intersectional backgrounds, are represented across all aspects of our work – and encouraging all members, partners, funders and sponsors to do likewise

### **How will we embed justice, equity, diversity and inclusion?**

We believe the four inter-related principles of diversity, inclusion, equity and justice are at the centre of becoming an anti-racist organisation and we seek to embed them throughout our work.

**Diversity:** Our team, our Board, our membership, our networks and all areas of our work should be representative of wider society. Voices from all people in our society should be integral to all we do. We will proactively ensure that all activities include people from diverse racial backgrounds, as well as diversity across other protected characteristics.

**Inclusion:** not only should all we do be representative of society, but all participants in our organisation, membership and work should feel comfortable and safe to be themselves and to be part of all aspects of what we do. No one group or set of beliefs should dominate another or prevent individuals from expressing themselves. We will develop staff learning and best practice, audit practice, processes and perceptions, and seek to create a safe space for staff and members to raise concerns that we will respond to.

**Equity:** equity goes beyond equality –we need to make additional efforts, adaptations and be continually open to learning in order to level the playing field for all. This may mean that we will offer additional or specific and tailored support to groups who are under-represented in areas of our work, or in the social enterprise sector as a whole.

**Justice:** we believe that social enterprises drive social justice, which means striving for the best outcomes for all in our society. Social justice is impossible without equity, inclusion and diversity and there can be no social justice without racial justice. We will explore and promote ways in which SEUK as an organisation, and as the voice for the social enterprise sector, can collaborate and innovate to address systemic factors within our influence to reduce the impact of racism and other prejudice and disadvantage in our society

The table below sets out the principles that we commit to, the actions we have taken, and our ambitions for further change:

<b>Principle</b>	<b>Achievements</b>	<b>Ambitions</b>
1. <i>Question the theories and methodologies underpinning SEUK's organisational approaches and implement appropriate changes to enhance inclusive and anti-racist practice.</i>	Every team is making changes to how it operates to embed anti-racism into its working practices. Team updates are a formal part of quarterly board reporting, and a standing agenda item on board and senior leadership team meetings.	That SEUK is constantly challenging itself to better understand how we can grow and develop as an anti-racist organisation. That anti-racism is not only transparently embedded in our work but that we are constantly reflecting on how we can do better – then acting
2. <i>Ensure recruitment and HR processes counterbalance existing bias as much as possible and commit to positive action, and ongoing talent development.</i>	<ul style="list-style-type: none"> <li>• <b>Staff recruitment:</b> we applied new principles to recruitment such as no longer requiring CV as standard, advertising salary band, and ensuring</li> </ul>	Improved Board and staff representation through recruitment, retention and development opportunities.

	<p>the role is advertised across a wide and diverse range of platforms, some specific to the role and to applicants from particular communities. We have consulted with social enterprise Evenbreak on recruitment best practice and updated policies accordingly</p> <ul style="list-style-type: none"> <li>• <b>Board recruitment:</b> in addition to working with a consultant to conduct an external EDI review and to reach as wide a candidate pool as possible, we will pay Board members a stipend, as it is recognised that voluntary roles attract less diversity in applicants<sup>2</sup>.</li> </ul>	
<p>3. <i>Ensure all members of staff, trustees and volunteers are educated and trained to understand and confidently discuss anti-racist practice including in concepts such as 'white fragility' and allyship and understand the traumatic impact of racism and microaggressions.</i></p>	<p>We ran an initial all staff training with one of our members specialising in EDI work We've compiled a library of resources to help staff better understand the issues around racial injustice and the role of social enterprise in challenging it.</p>	<p>Appropriate policies and practices are developed and implemented in recruitment, induction and continual learning practice. Implement effective feedback loops to track progress and actions. Track progress and ensure actions are implemented.</p>
<p>4. <i>Commit an annual budget to support anti-racist and inclusion work in the organisation.</i></p>	<p>We have allocated to a small amount of budget to ad hoc EDI spend last and this financial year to cover training and external advice.</p>	<p>Ensure there is a specific budget line for EDI every year</p>
<p>5. <i>Collect data on all our staff, board, interns and suppliers (as well as applicants for roles). Publish, analyse and act on this data.</i></p>	<p>We report on diversity:</p> <ul style="list-style-type: none"> <li>• Within the staff team and board in our annual impact report which is a</li> </ul>	<p>Comprehensive data on all social enterprise members, in addition to staff, board, interns and suppliers</p>

<sup>2</sup> <https://reachvolunteering.org.uk/blog/board-diversity-candidates-are-there-problem-how-charities-recruit>  
<https://knowhow.ncvo.org.uk/governance/improving-your-governance-practice/trustee-diversity/how-to-increase-diversity-among-trustees>

	<p>public document. New recruitment practices have been put in place to help increase team diversity.</p> <ul style="list-style-type: none"> <li>• We are improving our membership data</li> </ul> <p>Through developing better membership data, we have been able to recommend members led by/supporting racialised communities to our partners on programmes such as the Buy Social Corporate Challenge</p>	
<p>6. <i>Review members, partners, funders and collaborators and how they are currently addressing anti-racist practice and inclusion within their organisations and to work with them to address inequalities identified.</i></p>	<p>We have begun having conversations with partners, funders and collaborators about our anti-racist ambitions, seeking to ensure inclusion of people from racialised communities in discussions, programmes, events and other activities</p>	<p>We will audit our revenue streams and procurement processes to ensure as an organisation we are working with and receiving funds from organisations which demonstrate inclusive practices. If an organisation is not committed to this, we will support them become more inclusive or guide them to where they can get help. We reserve the right not to work with organisations who are not committed to anti-racism or wider EDI principles</p>
<p>7. <i>Undertake equality impact assessments for all major decisions.</i></p>	<p>Major projects such as our Social Enterprise Futures conference have been looked at through an anti-racist and EDI lens which has helped decide factors such as speakers and case studies. We partnered with the Ubele Initiative as a marketing partner on Futures to help ensure a more diverse, representative audience.</p>	<p>When major projects are being planned, they will be looked at through an anti-racist lens asking if the delivery of the project helps combat racism through factors such as:</p> <ul style="list-style-type: none"> <li>• Are social enterprises led by/supporting racialised communities involved in the delivery of the project</li> </ul>

	<p>Our Data and Digital work including related procurement has included an EDI and anti-racism lens.</p> <p>A focus on EDI and anti-racism was at the centre of our recruitment process for new board members and the process was externally audited to ensure effectiveness.</p>	<ul style="list-style-type: none"> <li>• Which organisations are featured in the project as case studies, speakers at events etc</li> <li>• Are events accessible for racialised communities, looking at potential barriers to entry such as content and cost.</li> </ul>
<p>8. <i>Make sure that our communications outputs represent people from marginalised communities. From case studies and opinion pieces to social media content and the images used on our website, we will ensure the imagery for the organisation is inclusive, but also does not create an illusion of diversity where it does not exist.</i></p>	<p>A focus on social enterprises led by/supporting racialised communities has been built into our content so we give a platform to an increasingly diverse range of members.</p> <p>We carried out interviews with social enterprises leading on anti-racism work, ran webinars centering the experiences of social enterprises from the Global South and put together content to support social enterprises improve their own EDI work.</p> <p>We have ensured that infographics/imagery used across our social media channels features representatives from racialised communities (as well as people with other protected characteristics)</p>	<p>We commit to ensuring that all our work from case studies and blogs to webinars, research work and events is actively representative of social enterprises from across society as a whole.</p> <p>We will continue tracking the diversity of outputs such as case studies, speakers at events and social media content. All our brand materials and external facing content will be representative of membership and societal demographics</p>
<p>9. <i>To ensure any SEUK events include diverse and intersectional speakers and to require that inclusion and anti-racist practice has been considered and</i></p>	<p>In shaping content and deciding speakers for Social Enterprise Futures, we made sure an EDI lens was applied throughout all</p>	<p>We won't organise events with panels, multiple speakers or participants that are all white or all male.</p>

<p><i>implemented for all external events we participate in.</i></p>	<p>sessions. 11 of our speakers were from racialised communities.</p> <p>We have also created a new category for the UK Social Enterprise Awards – the Social Enterprise Building Diversity, Inclusion, Equity &amp; Justice Award which recognises social enterprises leading in this field.</p> <p>We have raised the issue of all white, male panels with partners and sponsors.</p>	<p>If we are invited to attend all white male panels, we will raise this issue with the organisers and refuse to speak at these events if steps are not taken in the future to increase diversity.</p> <p>We will also proactively seek to encourage that panels include younger people, particularly women from racialised communities.</p>
<p>10. <i>Scrutinise all existing activity that SEUK delivers through a racial equality lens - ensuring that social enterprise leaders, movement champions, staff at support organisation, policy makers, researchers, academics and other stakeholders from racialised communities are given equitable profile.</i></p>	<p>We have taken active steps to ensure social enterprises led by/supporting racialised communities are given an equitable profile across our work from our case studies and blogs to our webinar series, reports and events. This has included focusing on racism at the October launch of our SOSE report – our flagship publication used by policy makers and academics. A cut of this report will also be produced specially looking at social enterprises and anti-racism.</p>	<p>Anti-racism and racial equality are embedded across our work and SEUK is viewed by social enterprises led by/supporting racialised communities as a supportive ally and voice in the fight against racism.</p> <p>SEUK is able to be self-critical, and to act on constructive feedback.</p>