

Like nature our survival depends on diversity.

Nature has no borders and neither do we. We recognise that everyone is individual and different and value what that difference brings to the RSPB. We want to support everyone to unlock their potential and better reflect the communities in which we work.

In 2015 we completed detailed research on our workforce Equality and Diversity, which resulted in a number of recommendations. We are now progressing these recommendations through an organisation-wide project.

Where we are now

We have gender balance and a good representation of disabled volunteers within our workforce.

We have made significant progress against our aim to have an improved gender balance at senior levels. We acknowledge that we have more to do in other areas, particularly in representing the ethnic and racial diversity of the UK.

We are on a journey, but believe that together we can change.

Leading the change

The belief that nature is everybody's right and being an equal, diverse organisation is the right thing to do to find solutions to our common challenges comes from the very top of our organisation. Our Council of Trustees have agreed that:

- The RSPB will perform better and have a competitive edge as a more diverse organisation – there will be a wider range of skills, ideas, energy and talent.
- Having Equality, Diversity and Inclusion as a top priority, fully integrated and institutionalised in our culture, is a way to future proof the RSPB and help us achieve our mission of saving nature.
- We want to reduce the RSPB's Gender Pay Gap.

Our Management Board have agreed that we want to achieve the following targets by 2022:

EQUALITY

1. A gender pay gap of 9% or less, supported by an action plan outlining of steps we will take to achieve that
2. Equality of opportunity amongst our line managers, with a proportionate representation at this level both of employees who self-declare a disability and of employees from Black Asian and Minority Ethnic backgrounds.

DIVERSITY

3. 45% of Senior Managers and 30% of Trustees will be female or non-binary.
4. 5% of employees will have a self-declared disability.
5. 5% of employees will be from a Black, Asian or minority ethnic background.

INCLUSION

6. 90% of our staff (employees and volunteers) with line management responsibility will have completed unconscious bias training
7. All our HR policies will be analysed to identify and remove any barriers to equality of opportunity.
8. 75% of our staff (including respondents of different ages, ethnicities, genders, sexual orientations and disability statuses) completing surveys will agree/strongly agree that:
 - the RSPB is an inclusive place to work/ volunteer

- Employees and volunteers from different backgrounds are readily accepted and made to feel welcome at the RSPB
- At work/ Whilst volunteering, I feel able to express my identity and to act in a way that is true to myself
- the RSPB has a real commitment to improving its performance in Equality, Diversity and Inclusion

We will monitor our progress against our targets and aspirations and take further action if we are not achieving our targets.

We have also allocated resource to realise these ambitions and in 2019 we appointed an Equality, Diversity and Inclusion manager to drive the work forward. The approach is also guided by a Management Board Sponsor, cross-Directorate Project Board, and a diverse network of Champions made up of volunteers and employees from all Directorates and in all countries of the UK.

Embedding the case for change

We are building organisational awareness and understanding of need through multi-channel communications for employees and volunteer at all levels. This includes a poster campaign, intranet stories, and presentations by the project team and Champions at country, regional, team and departmental meetings and conferences across the organisation. There is also a monthly newsletter available to all and sent to all Board, Council, Champions and interested staff to update them with the latest project developments and news and initiatives from outside of the RSPB, and share suggestions of how they can champion the project.

Actively removing barriers

We are keen to encourage more applications from people from Black, Asian and Minority Ethnic backgrounds, and younger people who are currently underrepresented as RSPB volunteers and employees, and disabled people who are currently underrepresented as RSPB employees. All applications will be judged solely on merit.

We believe that everyone at the RSPB should have equal access to opportunity to fulfil their individual potential, and are open to discussion of any adjustments that employees and volunteers might need to achieve this full potential. In the past few years, we've introduced a greater range of flexible working policies including TOIL and flexitime and job share policies, and revised and updated our flexible working request policy and procedure. We've updated our family friendly policies including guidance on shared parental leave and adoption.

We've revised, updated and actively promoted policies on Equality and Diversity, harassment and bullying to make it absolutely unambiguous that we're not prepared to contribute to, or tolerate, workplace discrimination.

We are committed to identifying and tackling inequalities in pay and benefits structures. We have introduced a job evaluation system to compare job content more fairly and consistently across the organisation. We have removed our long service award, a benefit associated with length of service rather than contribution - which disproportionately disadvantages women, younger people and ethnic minorities. Likewise, we have reduced the time needed to be eligible for a sabbatical to enable a more diverse range of people to apply.

We have begun updating our people imagery to be more reflective of the diversity of the communities we are part of.

We've updated our recruitment and induction materials, to better reflect these commitments and to re-shape the first impressions people have of the RSPB.

We've launched an eLearning module, open to all, introducing people to the concept of unconscious bias (the positive and negative stereotypes that can shape our views and impact our actions). We are making good progress against our aim of all of our Senior Management completing this by 2019.

We've introduced an Equality Analysis tool to reduce bias when planning projects or formulating or revising policies.

We have made, and will continue to make, improvements to our web accessibility.

Supporting and empowering our staff to succeed

We are committed to an inclusive culture, in which everyone feels welcome, supported and valued. As part of this we encourage peer groups that empower our people.

In 2016 we joined the Time to Change movement, making a firm organisational commitment, to ending mental health stigma. Our positivity towards mental health is also promoted by our organisation-wide network of Wellbeing Champions, including those specifically trained as Mental Health First Aiders and our Assistance Programme, available to all employees and volunteers and their immediate families.

Founded in 2017 our Starlings (our Lesbian, Gay, Bisexual, Transgender, Queer, Intersex + group) organised attendance for over 100 staff and volunteers at 2018 London and Brighton Prides and launched a hugely successful rainbow starling pin badge and merchandise.

In the same year our work to provide more ethnically diverse role models included the launch of a nature group led by some of our Black, Asian and minority ethnic staff.

Our women's group which was launched in 2018 aims to continue the work already started in helping to provide development opportunities such as mentoring for women aspiring to senior roles, showcasing the achievements of women in senior, scientific and practical conservation roles and building confidence to achieve potential. In 2019 we are holding our first menopause café.

Building our organisational understanding

We are committed to increasing our organisational understanding and have provided guidance and support on topics raised by managers as priorities such as supporting autistic, dyslexic, menopausal and transgender employees and promoting inclusion within youth groups and local groups.

We have overhauled our existing equal opportunities monitoring data capture to better reflect external best practice. We are committed to growing our knowledge and tackling emerging issues and have expanded existing surveys and run focus groups with our Black, Asian and minority ethnic staff to help us answer specific questions to formulate solutions.