



Progress not perfection:

WWF-UK Diversity, Equity & Inclusion Strategy 2023-25

Introduction

People are at the very heart of our mission – to build a world where people and nature thrive. It is people who provide the lifeblood of our work – and we must connect with and attract ever greater and more diverse support if we're to tackle the most significant threats facing our natural world. What's more, if our conservation efforts are to succeed, we know we need the knowledge and expertise of Indigenous peoples and local communities and to work alongside them with an unflinching respect for human rights. We also need to attract, develop and retain a more diverse workforce who can provide the inspiration we need and will underpin all our efforts.



Tanya Steele
CEO, WWF-UK



Our determination to improve our approach to these people-centred concerns is a key reason we've prioritised developing this Diversity, Equity and Inclusion (DE&I) Strategy for WWF-UK. I'm delighted we're now at a point where we're setting out our long-term commitment. This document outlines changes we're making to the way we work, how we're focusing on sustainable progress over perfection, and how we're inspiring people to join us in bringing our world back to life.

We've come a long way since WWF was formed in 1961, when many approaches to conservation tended to overlook cultures, rights and Indigenous knowledge. More recently, following an Independent Review commissioned by WWF International, all WWF offices have committed to take stringent measures to tackle the shortcomings identified in the review and ensure our partners, including governments where we work, understand what is expected and required of them.

We know there is much more to be done. This strategy is our starting point. Its 'develop, diversify and embed' elements are the principal areas we'll focus our attention on between now and 2025.

We've already made good progress – for example, engaging with colleagues and supporters during key moments such as Race Equality Week and LGBTQ+ History Month, reviewing our communications to ensure they're as inclusive and accessible as they can be, and implementing leadership standards that focus on role modelling and inclusive leadership. But I know we have much further to go. This plan is our long-term commitment to improve constantly, have the tough conversations needed and hold ourselves to account. I offer a huge thank-you to our DE&I team and all the groups across WWF-UK who have helped to create this strategy. It will take time and determination to get where we need to be on diversity, equity and inclusion. Still, I have every confidence we will succeed – not least because this strategy has been developed with the very people who will help to make it happen. The executive group, trustees and I are all committed to driving the changes outlined in this strategy and being transparent about our progress as we go.

We'll *develop* an inclusive culture at WWF-UK, where we attract and retain the best talent and where everyone belongs.

We'll *diversify* where we need to – across our workforce, our supporters and our partners.

We'll *embed* DE&I activity across everything we do so it becomes an integral part of our internal and external work, not an afterthought.

This work will form the building blocks for our ongoing efforts to put fairness, inclusion and respect at the centre of everything we do.

We have provided a terminology guide (appendix 3) to ensure the strategy is as inclusive as possible.

Vision statement

Mission: to create a world where people and nature thrive.

Our DE&I vision:

As an organisation, WWF's strategic aim over the next decade is to halt and begin to reverse biodiversity loss. We need to address a triple challenge: to meet human development needs, limit the rise in global average temperatures to 1.5°C above pre-industrial levels, and halt the degradation of the environment across land and sea. The consequences of environmental breakdown are an increase in humanitarian crises. Our lives and our futures are dependent on nature for clean air, water, food and materials for shelter. While it is humankind that is causing these problems, we know the solutions require people everywhere to play their part. Becoming people-centred is the only approach for us at WWF to achieve our mission.

As a mission-led organisation, we recognise that fairness, inclusion, respect and representation are essential to our everyday work to protect our world. People are at the heart of WWF-UK's strategy: Indigenous peoples steward 32% of global land and inland waters. Of this, 91% is in good or moderate ecological condition.

We work hand in hand with Indigenous peoples and local communities to help them secure and protect their lands and natural resources. We recognise that many of the pressures on Indigenous peoples and local communities and the lands they steward come from external pressures – from the way people elsewhere source and consume resources. Increasingly, we put human rights at the centre of our work, ensuring people's voices are part of decision-making, that they have free, prior and informed consent for any interventions on their land, and that all our programmes are fully in line with our Environmental and Social Safeguards Framework (ESSF) ensuring their rights are upheld and they have agency.

To support these ends, at WWF-UK we have a specific Diversity, Equity and Inclusion Strategy. **Through it we aim to:**

Transform our ways of working to become an organisation that supports conservation work which is shaped by people through the application of our inclusive conservation principles.



Create an inclusive, safe and empowering work environment so all our staff thrive, individually and collectively – attracting, retaining and empowering a diverse workforce.

Background:

At WWF-UK, we have not made as much progress as we need, to reflect our intent or commitment to Diversity, Equity and Inclusion. While we have made improvements in many areas, we have fallen short of systemic changes.

The events of the last few years – including the pandemic, #Me Too, #Black Lives Matter and the murder of George Floyd – have brought into focus issues of gender and racial inequality and LGBTQ+ rights and have been a real catalyst for where we are now. In the UK conservation and environmental sector, there is a legacy of colonialism that often shapes how our work is carried out and hasn't always respected the cultures, knowledge or rights of people who live in the areas where we work and, indeed, how we have seen the relationship between people and nature. Evidence also shows that climate change disproportionately affects those who face social and economic inequalities, including women and people of colour. There is also a notable lack of diversity among the people working in these sectors. We are acutely aware of this and we're actively seeking to address it.

DE&I is a key priority for our executive group (EG) and our trustees, not because we want to meet our obligations under The Equality Act (2010) or other legislation but because it is the right thing to do. It is an area where we must constantly learn and evolve as an organisation. We're all united by a passion for what we do: from restoring nature and empowering communities to building greater support for our work and making our office environment a better place to work for everyone. Every day, we experience the positive impact that different perspectives bring to the work we do in the UK and worldwide as part of a global network.

Since 2020 we have:

- Recruited a head of DE&I and a DE&I adviser post to lead our DE&I work.
- Developed the cross-organisational DE&I Champions to drive the DE&I agenda.
- Carried out an all-staff DE&I survey.
- Delivered conscious inclusion workshops.
- Created Panda-clusion, an internal platform for colleagues from across the UK and wider network to come together to learn, share and explore all aspects of equity, diversity and inclusion.
- Funded a coaching programme for our Colleagues of Colour group.
- Supported staff diversity groups – Rainbow Pandas, Colleagues of Colour and Disability Group.
- Convened the 'Better Practice Principles' working group that drives standards for inclusion across our external UK policy and programme work.
- Introduced anonymised applications as part of our recruitment processes.
- Taken steps to diversify the representation of our trustees and our youth ambassadors with positive results.
- Developed a set of leadership standards aligned with our values and promoting inclusive leadership.
- Improved our 'sense of belonging at WWF-UK' score from 6.3 to 7.0 (employee engagement survey).
- Improved collection of DE&I data and voluntarily published ethnicity pay gap data, having reduced the mean gap from 12.0% (2021) to 8.32% (2022).
- Reduced our mean gender pay gap from 16.8% (2019) to 8.0% (2022).
- Developed new policies for menopause support and workplace adjustments.
- Continued to offer a range of ongoing DE&I learning opportunities through in-house and external webinars, including the Human Library and Inclusive Employers.
- Started to work with the Taylor Bennett Foundation to deliver masterclasses aimed at graduates from ethnically diverse backgrounds.
- Created a Community Fund, together with RSPB and our corporate partners, that aims to catalyse action for nature in diverse communities across the UK. This was prompted by the Wild Isles documentary and the People's Plan for Nature.
- Introduced a new Sustainable Careers programme, targeting 14-18 year olds, their teachers and parents from lower Index of Multiple Deprivation backgrounds.
- Celebrated multiple faith and diversity events
- Reviewed and updated our child and adult safeguarding policies through a cultural sensitivity and diversity lens.
- Introduced mandatory DE&I objectives for all staff.

In early spring 2022, we commissioned Inclusive Employers to undertake an impact evaluation of the organisation’s DE&I work, approach and success. The report combined qualitative and quantitative data from a survey of the whole organisation and various intersectional focus groups and interviews.

The findings were collated into eight key themes:



Across the eight themes, overlapping elements were often identified that have an impact on one another. We’ve taken the findings from these areas and reflected the recommendations in the priorities we’ve set in this strategy.

In our 2022 employee engagement survey, we scored 7/10 from our employees in response to the question asking if they believe there’s a real commitment to be more diverse and inclusive at WWF-UK but that we must do better through our processes to ensure we achieve greater diversity.

We are acting

We recognise that strengthening these aspects will enable us to be a more inclusive organisation that can deliver greater impact as a result. We are taking huge strides in ramping up our work to become more people-centred. We’ve invested internally to improve our work on DE&I alongside our Inclusive Conservation Principles. These set out our responsibility – ensuring all our external policy, programme and campaign work contributes to a just and sustainable world in practice. Ultimately, we envisage a world where conservation is led by local people.

Our Inclusive Conservation Principles are part of a broader suite of Better Practice Principles (BPP) that integrate people-nature-climate into everything we do (See Appendix 2). The BPP are a set of 14 guiding principles designed to help us achieve WWF-UK’s objectives by putting people and society at the heart of good conservation

practice. Our BPP relate to our work in the UK context and strongly reflect the WWF network Inclusive Conservation Guidelines.

We’re already integrating DE&I considerations into our Wellbeing Action Plan, Reward and Recognition programme, Estates Strategy and Hybrid Working Approach.

This DE&I Strategy will be key to delivering progress and has been developed through extensive research and consultation with WWF-UK stakeholders and colleagues to ensure we’re prioritising the issues that will deliver the necessary culture change.

This strategy has been informed by:

- Our Inclusive Employers report in 2022.
- Five all-staff workshops and two sessions with our executive group.
- The results of our employment engagement survey.
- Two culture change workshops with external consultants Mazars.
- One strategy development day with our stakeholders, facilitated by Inclusive Employers.

Overall, more than 260 WWF-UK staff have been involved in determining this strategy.

What does DE&I mean to WWF-UK?

WWF's mission is to create a world where people and nature can thrive together, and all our work must reflect our values of courage, integrity, respect and collaboration, which are at the heart of our DE&I agenda. Applying DE&I principles to our values will enable us to bring them to life in the following ways:

Courage

We demonstrate courage through our actions, by speaking up when we notice inequalities, challenging the status quo, owning up to and learning from mistakes and holding ourselves accountable.

Integrity

We live the principles we call on others to meet. We act empathetically with integrity accountability and transparency, and we rely on facts, lived experiences and science to guide us and ensure we learn and evolve.

Respect

We honour the voices, knowledge and lived experiences of people and communities that we work with - to secure their rights to a sustainable future. Ensuring that we recognise, celebrate, listen and learn from the diverse backgrounds and perspectives of our colleagues and communities.

Collaboration

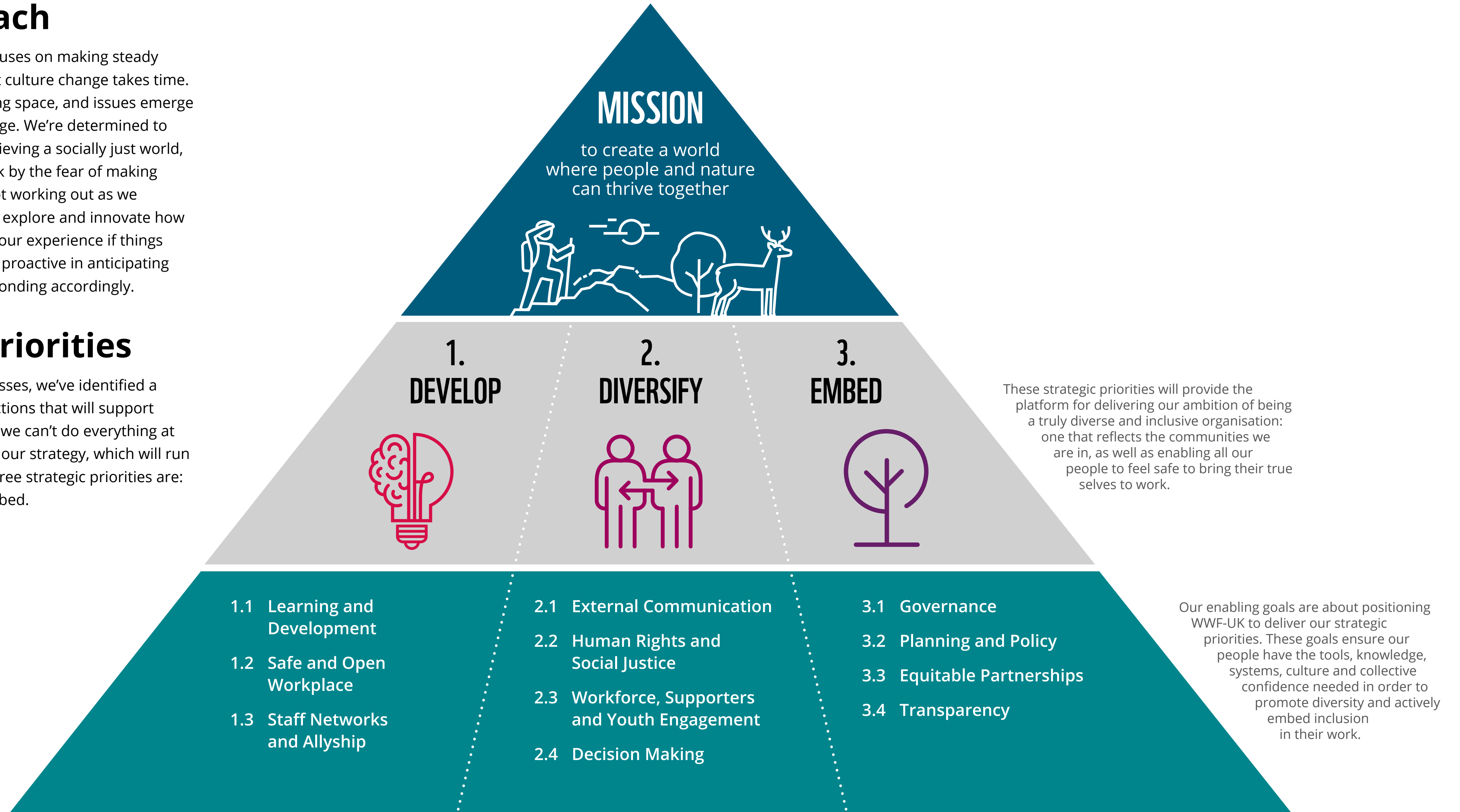
We deliver at the scale of the challenges we face through the power of collective action and innovation and ensure that all voices are represented and respected.

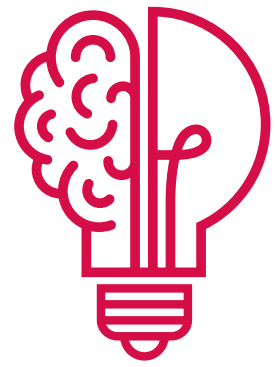
Our approach

Our approach to DE&I focuses on making steady progress, recognising that culture change takes time. We know this is an evolving space, and issues emerge as life and the world change. We're determined to keep moving towards achieving a socially just world, and we won't be held back by the fear of making mistakes or something not working out as we planned. This means we'll explore and innovate how we work, we'll learn from our experience if things don't go well, and we'll be proactive in anticipating emerging issues and responding accordingly.

Strategic priorities

From our extensive processes, we've identified a lengthy list of desirable actions that will support our DE&I goals. However, we can't do everything at once. In the first phase of our strategy, which will run from 2023 to 2025, our three strategic priorities are: develop, diversify and embed.





1. Develop

We'll develop skills, knowledge and capability to create an inclusive culture that attracts and retains diverse talent and a level of cultural competence that enables meaningful work with communities and partners.

Our **develop** priorities are to:

- 1.1 Work with learning and development (L&D) to create a suite of training sessions and materials to enhance DE&I skills, knowledge, capability and confidence – including inclusive management, emotional intelligence workshops, courageous conversations, and the creation of a DE&I knowledge hub and Welsh language resources.
- 1.2 Develop a DE&I induction session for new starters to ensure DE&I expectations and considerations are introduced from the outset.
- 1.3 Provide a safe space for allyship and for colleagues to share lived experiences; and facilitate learning and development and meaningful dialogue around DE&I issues within the organisation to shape the culture, policy and behaviours of WWF-UK.



2. Diversify

We'll actively seek to diversify our workforce, supporter base, partners, suppliers, contractors and consultants to ensure we connect to all parts of the community to deliver our mission.

Our **diversify** priorities are to:

- 2.1 Ensure our processes, practices and communications become people-centred and safeguard the agency of the communities in which WWF-UK works.
- 2.2 Stand for human rights and social justice and against hate to ensure respectful communication on the platforms and channels we use to communicate with our supporters.
- 2.3 Diversify our workforce, talent pipeline, supporter networks and partners by reforming our employee recruitment process, developing early careers programmes, exploring positive action, and expanding our reach into under-represented groups and communities.
- 2.4 Create a reciprocal mentoring programme to enable senior leaders to gain an understanding of the barriers experienced by colleagues from minority groups and consider these in decision-making.



3. Embed

Through policies, processes and strong governance we'll ensure DE&I is integrated into our core business and becomes the natural approach to the way we work.

Our **embed** priorities are to:

- 3.1 Make it mandatory to include DE&I objectives in our Performance and Development Review (PDR) objectives and ensure performance is not just measured on output but on impact and contribution to WWF's values and leadership standards.
- 3.2 Introduce an integrated Equality Impact Assessment (EIA)/Inclusive Conservation Framework for all policies, projects, programmes and decision-making.
- 3.3 Actively seek to work with more diverse partners, hold our existing partners accountable, and communicate our DE&I expectations and criteria for doing business with us. Increase awareness of our processes and policies both internally and externally.
- 3.4 Strengthen our DE&I governance such that the board of trustees formally review progress against this strategy.

Measuring success

Changing the organisational culture on DE&I will take time. The success measures we have identified (in Appendix 1) focus on the uptake and engagement of our programmes by all colleagues. We can monitor this through existing systems while also measuring attitudinal changes through our annual employee engagement survey. We'll also continue to evaluate and report on our gender and ethnicity pay gaps, and we'll monitor our performance against benchmarks in the Charity Inclusion Index and the Race Report. By implementing this Strategy we'll form further baselines for all future DE&I work, which will give us direction on prioritising our future efforts.

Governance and monitoring approach

We'll develop a set of performance measures to monitor the effectiveness and progress of our goals for diversity and inclusion. Initially, we'll review these monthly and we'll report on our progress and impact to the individual Goal Boards. We'll also undertake work with the Strategic Delivery Group to develop reporting across all goals. We'll also provide a progress report every six months to the chief executive, executive group members, and our board of trustees. The report will focus on the implementation of the actions, the progress we've made and our successes. It will also identify any adjustments required to improve effectiveness.

Monitoring will include:

- A qualitative assessment of progress or achievement of the actions.
- A quantitative assessment of the impact of the strategy on employee perceptions and experience of the culture of the organisation.

The DE&I Action Plan is a 'living document'. The actions will become more granular as areas of work evolve and develop. This approach will allow us to respond better to the needs of our people by allowing capacity for additional pieces of work where these fit under the strategic goals.

Throughout, the strategic goals will provide a framework to allow us to identify whether the proposed activity should be prioritised and implemented. We'll also publish information on our website and in our annual report so we can be held accountable for our commitment and progress.



Appendix 1 - Action Plan

Strategic Priority	Objective	Actions	Measuring success
<p>1. Develop</p>	<p>We'll develop skills, knowledge and capability to create an inclusive culture that attracts and retains diverse talent and a level of cultural competence that enables meaningful work with communities and partners.</p>	<p>1.1 Work with L&D to create a suite of DE&I training sessions and materials to enhance DE&I skills, knowledge, capability and confidence – including inclusive management, emotional intelligence workshops, courageous conversations, and the creation of a DE&I knowledge hub and Welsh language resources.</p>	<p>1.1.1 By 2025, all people managers will have partaken in inclusive management training, with the aim of including inclusive management during the onboarding of people managers.</p> <p>1.1.2 By 2024, create a DE&I knowledge hub, with the aim by 2025 of having 25% of click-throughs.</p> <p>1.1.3 Increase the number of DE&I training courses by two offerings each year of the strategy, with 70% of intended audience participation.</p>
		<p>1.2 Develop a DE&I induction session for new starters, which is tracked through MyHR systems to ensure DE&I expectations and considerations are introduced from the outset.</p>	<p>1.2.1 By 2024, implement DE&I induction session – to be delivered within the first month of new starters beginning a role.</p> <p>1.2.2 By the end of 2025, 100% of new starters will have attended.</p> <p>1.2.3 By the end of 2024, quarterly refresher sessions will be required of current employees, with the purpose of refreshing all employees by 2025.</p>
		<p>1.3 Provide a safe space for allyship and for colleagues to share lived experiences; and facilitate learning and development and meaningful dialogue around DE&I issues within the organisation to shape the culture, policy and behaviours of WWF-UK.</p>	<p>1.3.1 Formalise the current staff groups Rainbow Pandas and Colleagues of Colour into networks and create a Disability Network. Ensure each formalised group has a term of reference and yearly aims and objectives for all.</p> <p>1.3.2 Host one cross-network event a year.</p> <p>1.3.3 The DE&I team annually supports at least one large event per network, ensuring events are held at our devolved offices.</p> <p>1.3.4 Develop network time agreements for line managers that set out agreed time away to undertake network activities, particularly for chairs/co-chairs.</p>

Strategic Priority	Objective	Actions	Measuring success
<p>2. Diversify</p>	<p>We'll actively seek to diversify our workforce, supporter base, partners, suppliers, contractors and consultants to ensure we connect to all parts of the community to deliver our mission.</p>	<p>2.1 Ensure our processes, practices and communications become people-centred and safeguard the agency of the communities in which WWF-UK works.</p>	<p>2.1.1 By 2024, implement our Inclusive Conservation Principles into all goal activities.</p> <p>2.1.2 Diversify our communications and ensure they are accessible for all by the end of 2023.</p> <p>2.1.3 Translate appropriate policies and reports into Welsh by 2025, with advice from WWF-Cymru.</p> <p>2.1.4 By the end of 2023, expand our photo library/imagery to reflect people in nature as a standard image for WWF and ensure our imagery is representative of the diversity within the UK population.</p>
		<p>2.2 Standing for human rights and social justice and against hate and harassment to ensure respectful communication on the platforms and channels we use to communicate with our supporters.</p>	<p>2.2.1 By 2024, have a clear statement of what WWF-UK finds acceptable and not acceptable and create a protocol and procedure for dealing with comments that do not align with ours.</p> <p>2.2.2 By 2024, train at least 75% of colleagues on how to respond to inappropriate comments.</p> <p>2.2.3 By 2025, develop an internal resource connecting business partners, mental health first aiders, forum, staff networks and DE&I team to help colleagues who may need additional support when dealing with hate and harassment.</p>
		<p>2.3 Diversify our workforce, talent pipeline, supporter networks and partners by reforming our employee recruitment process, developing early careers programmes, exploring positive action, and expanding our reach into under-represented groups and communities.</p>	<p>2.3.1 Increase the volume of applications from a more diverse range of applicants by 10%, resulting in better appointment rates across under-represented groups.</p> <p>2.3.2 Increase the effectiveness of all our job advertising platforms, with the aim of a 5% increase in job applications naming these platforms.</p> <p>2.3.3 Pilot and review the success of positive action and anonymised recruitment.</p> <p>2.3.4 Aim to increase our employee engagement survey "Our recruitment process attracting and selecting a diverse workforce" from 5.7 to 6.0 or above.</p> <p>2.3.5 Learning from Scotland's inclusive recruitment pilot, we will roll the process out organisational wide and ensure all recruiting managers and panel members are trained on inclusive recruitment by 2025.</p> <p>2.3.6 Develop WWF's early careers programme: Sustainable Careers (climate goal) expands to reach 10% of secondary schools in 2024 and 20% in 2025; introduce WWF-led careers talks, and careers insights days at WWF and with our partners; revise our work experience, work placements and internships approach; develop apprenticeships or other early career pathways.</p>
		<p>2.4 Create a reciprocal mentoring programme to enable senior leaders to gain an understanding of the barriers experienced by colleagues from minority groups and consider these in decision-making.</p>	<p>2.4.1 By 2024, complete a pilot and review of a cohort of 12-16 staff members, with 80% of participants reporting growth and confidence in understanding and mitigating barriers for minority groups within WWF-UK's workforce.</p> <p>2.4.2 By the end of 2024, all EG members will have participated in the programme.</p> <p>2.4.3 In 2025, build on the success of the pilot programme and expand the programme to all people managers.</p>

Strategic Priority	Objective	Actions	Measuring success
<p>3. Embed</p>	<p>Through policies, processes and strong governance, we'll ensure DE&I is integrated into our core business and becomes the natural approach to the way we work.</p>	<p>3.1 Make it mandatory to include DE&I objectives in our PDR objectives and ensure performance is not just measured on output but on impact and contribution to WWF's values and leadership standards.</p>	<p>3.1.1 By September 2023, all employees will have a DE&I objective in their PDR that also demonstrates a contribution to our values, with an 80% achievement rate.</p> <p>3.1.2 By the end of 2024, create a monitoring and evaluation process for the quality and impact of objectives.</p> <p>3.1.3 All senior leadership are transparent with the organisation on what their DE&I objectives are, and they update the organisation on their progress towards achieving them.</p> <p>3.1.4 Improve the employee engagement survey score on being 'satisfied with WWF-UK's efforts to support diversity and inclusion' – from 6.9 to 7.5 or more in the 2024 survey.</p>
		<p>3.2 Introduce an integrated Equality Impact Assessment (EIA)/Inclusive Conservation Framework for all policies, projects, programmes and decision-making.</p>	<p>3.2.1 By the end of 2023, introduce EIAs/Inclusive Conservation Principles into all project initiation documents (PIDs) where relevant, with 60% of 2024 PIDs and 80% of 2025 PIDs containing a completed EIA/Inclusive Conservation Principles document.</p> <p>3.2.2 By 2024, train two reps per goal board to monitor and evaluate the quality of submissions, with support from the DE&I team.</p> <p>3.2.3 Improve the employee engagement survey score on 'satisfied with WWF-UK's efforts to support diversity and inclusion' from 6.9 to 7.5.</p>
		<p>3.3 Actively seek to work with more diverse partners, hold our existing partners accountable, and communicate our DE&I expectations and criteria for doing business with us. Increase awareness of our processes and policies both internally and externally.</p>	<p>3.3.1 By 2024, create DE&I criteria that all potential contractors, suppliers, consultants and partners must meet.</p> <p>3.3.2 By 2025, ensure all new partners, suppliers, contractors and consultants abide by our minimum DE&I standards.</p>
		<p>3.4 Strengthen our DE&I governance such that the board of trustees formally review progress against this strategy.</p>	<p>3.4.4 By 2024, build DE&I reporting into existing committee papers for oversight and reporting to trustees.</p>

Appendix 2 - Better Practice Principles

WWF-UK Better Practice Principles Framework

Vision → Effective, sustainable and inclusive conservation enacted on the basis of social equality, human rights and good governance principles, for people and nature to survive.

Pillars	Inclusive Conservation	Nature and Climate	Scale and Impact
<p>Objectives →</p> <p>Goal: People-centred conservation. We will work to build meaningful partnerships and mutually supportive relationships with all those we work with.</p>	<p>WWF commits to urgent action on the nature and climate emergency. Our goal is to reverse the biodiversity decline and advocate for climate justice, keeping global warming to 1.5°C.</p>	<p>WWF works collaboratively to achieve the above impact. Our goal is to maximise community ownership and participation. We will work at a scale appropriate to the problem.</p>	
<p>Strategies →</p> <p>Upholding and promoting human rights, equity and social justice, fully assessing the social impact of all our work.</p> <p>Focusing on people’s agency, amplifying their voices, networks, power, democratic ownership and participation to lead and deliver solutions to the nature and climate emergency.</p> <p>Actively seeking to include rights holders and other stakeholders with diverse views and beliefs, ensuring their access and participation, while recognising our own power, and ensuring equality in our relationships with people, communities and partners.</p> <p>Ensuring WWF-UK is fully transparent and accountable, minimising harm and providing access to prompt and effective remedies for any negative impacts caused, through clear, trusted and accessible grievance mechanisms.</p>	<p>Understanding and addressing the potential challenges and opportunities for people who are:</p> <ul style="list-style-type: none"> • Most vulnerable to impacts of the nature and climate crisis • Impacted by conservation practices and human-wildlife conflict <p>Understanding and addressing the root causes/drivers of nature loss and climate change.</p> <p>Protecting and restoring ecosystem functions at scale.</p> <p>Ensuring all our work is informed by the need to keep global warming to 1.5°C.</p>	<p>Working at a scale that’s appropriate to the problem, with resources (people and finance) and approaches (including social, partnership and community engagement) appropriate to the scale of intervention and the time frame needed to deliver long-term change.</p> <p>Incorporating all the relevant WWF Network guidance and policies, including the Environmental and Social Safeguard Framework (ESSF) and the inclusive Conservation Guidelines, ensuring we’re engaging with rights-holders and delivery partners to help them to fulfil their environmental, conservation and human right priorities.</p> <p>Ensuring that we plan and implement, monitor and evaluate the social and environmental elements of our programmes in ways that allow us to adapt as we go, including applying lessons from ongoing analysis of the way the world changes.</p> <p>Investing in institutions that will ultimately be responsible for good governance over the areas and resources we wish to see protected and managed.</p> <p>Ensuring that our programmes are designed for sustainable long-term impact in ways that promote equity and do not rely on WWF for implementation.</p> <p>Using evidence and stories from our work to leverage much greater impact and encouraging others to help create systematic change.</p>	

Appendix 3 - Terminology Guide

We acknowledge that the diversity and inclusion field continues to evolve – and as it develops, the DE&I language and terminology used in this strategy are likely to evolve too. We'll update the terminology of our strategy when needed, to ensure we're using the most up-to-date, inclusive language.

Term	Definition
Agency	Agency refers to the capacity of a person or group of people to act independently or to make choices. It refers to their power to choose to act in a particular way and to carry out their chosen action.
Ally	A person who uses their privilege to support and advocate for others who may be under-represented or discriminated against, to create an inclusive environment.
Belonging	The feeling of being comfortable, welcome and safe in a particular situation or with a particular group of people and being treated as a full member of the group.
Colonialism	This is control by one power over a dependent area or people. It occurs when one nation subjugates another, conquering its population and exploiting it, often while forcing its own language and cultural values upon its people.
DE&I	Diversity, equity and inclusion.
Diversity	Recognising that everyone is different in a variety of visible and non-visible ways and that those differences are to be recognised, respected and valued. Socially, it refers to the wide range of identities. It broadly includes race, ethnicity, gender, age, national origin, religion, disability, sexual orientation, socioeconomic status, education, marital status, language, nationality, physical appearance, etc. It also involves different ideas, perspectives and values.
Environmental and Social Safeguards Framework (ESSF)	WWF's Environmental and Social Safeguards Framework (ESSF) provides an institutional mechanism to manage the environmental and social risks of WWF's work. It helps deliver better conservation outcomes and enhances the social wellbeing of local communities in the places where WWF operates. The safeguards framework is designed to address a broad range of environmental and social risks, mindful of the different challenges and needs in various parts of the world. It systematises good governance practices to achieve human rights, transparency, non-discrimination, public participation and accountability, among other goals.
The Equality Act (2010)	<p>The Equality Act (2010) legally protects people from discrimination in the workplace and in wider society. It replaced previous anti-discrimination laws with a single act, making the law easier to understand and strengthening protection in some situations. It sets out the different ways in which it is unlawful to treat someone.</p> <p>The characteristics that are protected by the Equality Act (2010) are:</p> <ul style="list-style-type: none"> • age • disability • gender reassignment • marriage or civil partnership (in employment only) • pregnancy and maternity • race • religion or belief • sex • sexual orientation

Term	Definition
Equality Impact Assessment	<p>An Equality Impact Assessment (EIA) is an evidence-based approach designed to help organisations ensure their policies, practices, events and decision-making processes are fair and do not present barriers to participation or disadvantage any protected groups from participation.</p> <p>An EIA will help to ensure:</p> <ul style="list-style-type: none"> • we understand the potential effects of the policy by assessing the impacts on diverse groups, both external and internal; • any adverse impacts are identified, and actions are identified to remove or mitigate them; and • decisions are transparent and based on evidence with clear reasoning.
Equity	<p>Equity relates to the proposition that individuals should be provided with the resources they need to have access to the same opportunities as the general population. Where 'equality' sometimes indicates uniformity and the even distribution of resources among all people, 'equity' tends to represent the distribution of resources in such a way as to meet the specific needs of individuals by acknowledging that some groups and individuals require more or less resources to access the same opportunities as other people and groups. Treating everyone equally does not necessarily lead to equality, rather equal treatment often perpetuates existing hierarchies.</p>
Harassment	<p>Harassment is unwanted behaviour relating to a protected characteristic that has the purpose or effect of violating someone's dignity or which creates an intimidating, hostile, degrading, humiliating or offensive environment.</p> <p>Harassment may occur where an individual or group is targeted on the grounds of:</p> <ul style="list-style-type: none"> • an actual protected characteristic • a perceived protected characteristic • a person who is linked to one of the protected characteristics via association.
Human rights	<p>Human rights are the basic rights and freedoms to which all humans are entitled. They ensure that people can live freely and that they are able to flourish, reach their potential and participate in society. They help to ensure people are treated fairly and with dignity and respect. An individual has human rights by virtue of being a human, and they must not be taken away.</p> <p>The Universal Declaration of Human Rights was adopted by the United Nations' General Assembly in 1948. Since then, the UN has gradually expanded human rights law to encompass specific standards for women, children, persons with disabilities, minorities and other vulnerable groups, who now possess rights that protect them from discrimination that had long been common in many societies.</p>
Inclusion	<p>The act of creating an environment in which any individual or group will be welcomed, respected, supported and valued as a fully participating member. An inclusive and welcoming climate embraces and respects differences.</p>

Term	Definition
Indigenous people	Indigenous peoples are distinct social and cultural groups who share collective ancestral ties to the lands and natural resources where they live, occupy or from which they have been displaced. The land and natural resources on which they depend are inextricably linked to their identities, cultures and livelihoods, as well as their physical and spiritual wellbeing.
Intersectionality	This refers to the idea that an individual's identity consists of various biological, social and cultural factors (including race, ethnicity, gender, religion and sexual orientation, etc), and that each of these contributes to their overall identity and to who they are as an individual. As such, it is important to note that a single person may experience multiple forms of discrimination and systemic social inequality as a result of belonging to more than one social category simultaneously. It may also mean that they experience either privileges or disadvantages based on differing aspects of their identity; they may experience barriers or even be excluded from one particular group as an indirect result of their identification with another.
LGBTQ+	An acronym that represents the spectrum of lesbian, gay, bisexual, transgender, queer and other people whose identities are not heterosexual and cisgender, such as intersex and asexual.
Lived experience	This refers to the unique knowledge an individual gains through direct, first-hand experience of living their life while identifying with one or more protected characteristics, such as race, religion, sexual orientation, etc. Lived experience refers to a person's understanding of what life is like for them as a unique individual, how they are treated by others, and their experience of navigating the systems and processes that are embedded into the society around them.
Minority group	This refers to a group of people whose practices, race, religion, ethnicity, or other characteristics (including socioeconomic, nationality and Welsh speakers) are lesser in numbers than the main groups of each classification.
Positive action	Positive action is lawful action that seeks to overcome or minimise disadvantages that people who share a protected characteristic have experienced or to meet their different requirements (e.g., providing mentoring to encourage staff from under-represented groups to apply for promotion).
Protected characteristic	This is a term used in the Equality Act 2010 to describe the characteristics that people have in relation to which they are protected against discrimination and harassment. Under the act, there are nine protected characteristics: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, and sexual orientation.
Reasonable adjustment	Reasonable adjustments are changes an employer makes to remove or reduce a disadvantage related to someone's disability. For example: <ul style="list-style-type: none"> • making changes to the workplace • changing someone's working arrangements • finding a different way to do something • providing equipment, services or support.

Term	Definition
Social justice	Social justice constitutes a form of activism based on principles of equity and inclusion that encompass a vision of society in which the distribution of resources is equitable, and all members are physically and psychologically safe and secure. Social justice involves social actors who have a sense of their own agency as well as a sense of social responsibility towards and with others.
Under-represented	This refers to groups of people who are insufficiently or inadequately represented relative to their representation in broader society. People within these groups may be subject to barriers and forms of discrimination.
WWF-UK	WWF-UK comprises offices based in England, Scotland and Cymru (Wales).
WWF-UK's Better Practice Principles (BPP)	<p>The BPP are a set of 14 guiding principles designed to help us achieve our objectives by putting people and society at the heart of good conservation practice.</p> <p>The principles are based on the recognition that the best and most enduring conservation outcomes are founded on good outcomes for people and communities. In other words, taking a holistic view of human rights and conservation is the way we deliver true conservation impact. It's also simply the right thing to do.</p> <p>To achieve justice for people and nature, every WWF-UK staff member can take ownership and leadership in integrating human rights and the environment by applying the principles to their everyday work and supporting their colleagues to do the same.</p>

IT IS PEOPLE WHO PROVIDE THE LIFEBLOOD OF OUR WORK
- AND WE MUST CONNECT WITH AND ATTRACT EVER GREATER
AND MORE DIVERSE SUPPORT IF WE'RE TO TACKLE THE MOST
SIGNIFICANT THREATS FACING OUR NATURAL WORLD.



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