

**EQUALLY
OURS**

Together for social justice

Equally Ours ten-year
strategy, 2022-2032



'We believe that a good and strong society is a just and inclusive one. One where we are free from harm and can all contribute and flourish, whoever we are, whatever we believe in and whatever we do and don't have. A society that is equally ours.'

Welcome

We live in unprecedented times, the impacts of which will be felt for the coming decade.

Inequalities that existed before Covid-19 deepened during the pandemic, and, as I write, are being made worse still by the cost-of-living crisis. Our rights and access to rights have been undermined and are facing further threats. Our power and influence are being weakened through silos, division, overload, and the shrinking space for civil society.

But there is also much to be hopeful about. Public attitudes are shifting in a more supportive direction. Amongst our members and the many people who helped develop this strategy, we saw a renewed strength of purpose. We were heartened by people's commitment to shared action. And inspired by their determination to endure and prevail.

We were also reassured that there is significant consensus on the way forward – on shared priorities and what Equally Ours' role should be.

We have developed a ten-year strategy so we can raise our sights above the maelstrom of day-to-day politics and policy changes, and focus on what we believe we can realistically achieve over the longer term. We are planning for a different and better future.

This strategy sets out our bold new agenda for social justice over the next ten years. It enables us to set our intention.

It explains how together we can advance people's equality and human rights by influencing national policy on the big, long-term, structural issues of the law, climate, and investment; and equipping our members and others to create change.

Equally Ours is a network of networks, involving thousands of organisations and community groups who provide services and advocate for policy change at local, regional and national levels.

We see the root causes of the harms and inequalities that are experienced by many Black, racialised, and religious minority communities, Deaf and disabled people, LGBT+ people, children, women, young and older people across the UK. We recognise that many of us are part of more than one of these groups and the importance of our intersectional experience.

We see the essential role that equality and human rights play in everyone's lives every day across the UK. From ending violence against women and girls, increasing access to decent jobs for disabled and marginalised LGBT+ people, to tackling poverty. Equality and human rights are the tools we can all use to address social harms and inequalities.

Twenty years ago, we were founded in the knowledge that, together, our communities are not minority groups but the majority. And that when we combine our ingenuity and strength, we can find shared solutions, and speak up together for changes that benefit us all.

That still holds true today. It drives us forward. It gives us power and hope.

We hope you will join us.



Jess McQuail
Chair
Equally Ours

About us


Our vision


Our vision is a just and compassionate society, where we are free from harm and can all contribute and flourish, whoever we are, whatever we believe in, and whatever we do and don't have. A society that is equally ours.


Our mission

Our mission is to advance people's equality and human rights in the UK. We do this by connecting people and organisations, and using our collective evidence, expertise, strength and influence to create change.

Our values

 **Compassion.** We believe that everyone is born equal in dignity and rights. We share a generous-spirited world view, based on our shared humanity. Our compassion makes us both hopeful and pragmatic.

 **Commitment.** Our commitment to people's equality and human rights gives us courage and perseverance. We act with integrity and honesty. We speak up for what's right. We hold ourselves to high standards, seeking to learn, improve and adapt.

 **Creativity.** We are curious about why society works as it does, and why people think, feel, and act the way we do. And we use our collective experience and expertise to look for long-term solutions to our social problems.



Our role

In the equality and human rights field and wider civil society

There is huge strength in numbers, and change is created by a critical mass of voices. But a diversity of voices and approaches is needed to advance equality and human rights. That's because supporters of the status quo will often be more open to change when those advocating for a shared goal take different approaches and positions – from more radical to more moderate.

Part of our role is to welcome the range of approaches and contributions, and encourage others to understand the value of the different roles we all play to achieve change.

As a convener

Because we convene and connect communities and issues, we have a unique pan-equality, intersectional, and human rights-informed overview of how social problems and lack of rights manifest in people's lives and in different communities.

That gives us an understanding of the shared and specific roots of and solutions to those problems. It enables us to provide thought leadership, sharing the pan-equality and intersectional picture to generate solidarity and action. And it enables us to influence laws, policy and practice at national level, harnessing that critical mass.

As a network organisation

We have access and reach to people in power, and our approach as a network organisation is to speak truth to this power, through constructive dialogue and challenge.

We build consensus and collective strength, ensuring we and our members speak with one voice on our priority issues, where together we can make a difference. And we amplify our members' voices on issues that are specific to their cause.

As an infrastructure organisation

Our role as an infrastructure organisation, working with and for our policy and research networks and the wider equality and human rights field, is to increase the field's capacity to create change on people's equality and human rights in their specific area of influence, at local, regional or national level. We do this through knowledge exchange, strategic communications training and consultancy, and targeted programmes to increase the field's impact and sustainability.

With wider civil society

Our role with other civil society organisations, policy-makers and policy-influencers is to improve their understanding of and impact on people's equality and human rights, including through our policy advocacy, strategic communications training and consultancy, and other practice-change initiatives.

Our big issues

We believe that equality and human rights are both aims in and of themselves and tools for achieving social justice and improving people's lives.

Our focus for the next ten years will be on connecting people's equality and human rights with key social issues and public policy agendas which, if we do nothing, will significantly increase inequality and weaken rights. And which, if we are successful, could increase equality and strengthen rights at scale.

Our three big issues are **law, climate and investment**. These build on work we are already doing.

These three big issues are obviously connected. An historical and ongoing lack of acknowledgement of and investment in tackling the root causes of inequality means that marginalised communities will bear the brunt of climate breakdown and climate emergencies. And they will continue to be at risk from any erosion of our equality and human rights laws

But each issue warrants a distinct focus and programme of work. For each issue we want to use our model of convening, pan-equality and human rights analysis, narrative framing, policy advocacy, and capacity building.

We don't yet have the infrastructure or capacity to do everything we want to do. But our strategy gives us a forward-looking agenda that we can seek partners, support and funding for. It will help us keep on track while responding to changes in the social, political and economic context, and it will allow us to flex our focus and activity across the next decade.

Law

What

Protecting and improving the law on equality and human rights and its use will remain the bedrock of Equally Ours' activity.

The law creates the structure for us all to be recognised and treated as equal in dignity and rights. Laws, and the political and public discourse around them, influence people's attitudes, and the policies, actions, and decisions of public bodies, employers and service providers, in ways that can either benefit or harm people's lives.

Over the past 12 years we have seen off repeated threats to equality and human rights laws, but the power of existing equality and human rights laws and institutions has been weakened. In the short-term, or for as long as the threats continue, we will support collective action to respond to any attempt to weaken legal protections.

It is also vital that we create an alternative, forward-focused agenda that increases people's ownership and understanding of rights, and builds support for improving equality and human rights laws and their use in practice. In the long-term therefore, we will develop a vision for reform, working with the equality and human rights field, and equipping the field to influence public attitudes in support of that reforming vision.

Why

The rule of law is essential to a democratic society – and to creating positive change and bringing about structural reform. It means people are not left dependent on the selective largesse of those who wield power.

Advancing equality and human rights through legislation, through how laws are implemented in policy and practice, and by improving what people know and feel about them, is fundamental to a just and compassionate society.

Equality and human rights matter to us all. We all have at least four protected characteristics under the Equality Act 2010. Similarly, we all need and benefit from the rights and protections in the Human Rights Act 1998.

However many people are not part of the conversation about rights, and often only become aware of the importance of rights when something goes wrong or when they or the people they care about are harmed. Until then our essential rights are invisible to them like the air we breathe.

But these laws set social norms and help prevent harms that can happen to any one of us, whether that's because of who we are or life events. They underpin our everyday lives, from the right to choose who we love, to the right to be fairly treated at work.

Thousands of us use equality and human rights to stand up to abuses of power, from stopping the deportation of asylum seekers, to ending the abuse of disabled and older people in residential care.

They provide the basis for many of us – who experience discrimination and marginalisation and are likely to be most impacted by climate breakdown – to claim a place at decision-making tables.

They underpin our ability to encourage funders to remove barriers and take positive action so they can help all the people they exist to help.

How

To protect equality and human rights we will convene our membership and collaborate with wider civil society networks to influence parliamentarians across all parties and in both Houses of the UK Parliament. We will work with them to protect at pan-equality level the rights that do so much to improve people's lives.

Our members come from and represent communities and people from all walks of life. From their experience we will create a pan-equality evidence-base, that enables us to show policy-makers that equality and human rights matter to the majority, not just to one minority group or the 'usual suspects'.

Important changes that will harm equality and human rights protections are often cloaked in government proposals that are highly technical and legalistic. All of our members, large or small, are time- and capacity-poor. We will equip them to be better able to engage with and respond to these proposals.

To develop our forward-looking policy agenda, we will complete work that is underway with On Our Radar and our members, to create a people's equality strategy. This will provide the direction of travel for improving the legal framework in the mid to long term. We want to develop capacity for a programme of sustained activity to build public and parliamentary support for this agenda.

We will work with civil servants to make equality and human rights a natural consideration across all government policy development, recognising the transformational impact of embedding equality into policy design and implementation.

We will work with the Equality and Human Rights Commission as their critical friend, encouraging them to use their statutory powers, and reinforcing the importance of their role as regulator in this field.

We will build on our relationships with members and partners in the devolved nations, ensure that we bring forward their priorities to the UK parliamentary process, and learn from their often ground-breaking work to improve the current legal status quo.

Our strategic communications expertise and training and consultancy service gives us a central role in defending and advancing equality and human rights in law, policy and practice. We will help our members and others develop and use narratives that are effective in bringing wider audiences into the conversation and in building support amongst policy-makers and the public over time.

Climate

What

We want to work with and support our members and the wider equality and human rights field to prepare for and respond to climate breakdown and climate emergencies, and to embed climate justice into local and national strategies and policy on climate adaptation.

In the short-term we will support collective action to improve emergency preparedness-planning and response to climate emergencies in the UK.

In the long-term will equip the field to engage with climate adaptation and play our part in ensuring that everyone's needs and rights are taken into account.

Why

Climate breakdown and adaptation is an issue that requires leadership and coordination at the national pan-equality and human rights level, and close collaboration with other parts of civil society and the statutory sector.

The Covid-19 pandemic highlighted how emergencies do not affect everyone equally. We found that statutory agencies and mainstream civil society organisations with mandates for emergency-preparedness and emergency-response in the UK do not consistently take account of people and communities affected by long-standing structural inequalities. There is however a willingness and opportunity to strengthen the collaboration between mainstream responders and the most marginalised groups who are often left out of responses or don't have important needs met.

Over the next ten years climate breakdown will cause more frequent and significant weather extremes in the UK, and global challenges such as increased food insecurity and migration pressures. These will increase the risks and inequalities faced by many of our communities.

The way we adapt as a society to these challenges and the impacts of climate breakdown will be contested.

There will be opportunities to further people's rights and equality goals through a just adaption that empowers communities, creates new sources of good jobs, and prevents avoidable harms.

But there are also significant risks that strategies to combat climate breakdown will have disproportionate impacts on women and marginalised communities, and will increase

inequality. Unless we act, national and local policies to limit or adapt to climate breakdown and its effects will ignore the rights and exacerbate the unmet needs of people and groups who are already marginalised.

However, members report that due to the current and long-term impacts of Covid-19 and the cost-of-living crisis, they and many of their members don't and won't have the capacity to think about climate issues or take action alone.

Equally Ours therefore has a vital role in equipping policy-makers to factor equality and human rights into every level on climate preparedness, mitigation and adaptation. And in responding to, and supporting others to respond to, climate emergencies on the ground. We also need to ensure we all play our part in tackling climate breakdown.

How

We already connect our network with the Voluntary and Community Sector Emergency Partnership (VCSEP) and to key policy initiatives such as the National Resilience Strategy. However our capacity is severely restricted.

We want to lead an innovative local-to-national conversation that builds capacity to prepare for and respond to climate emergencies, and from there embed climate justice into local and national policy on climate breakdown.

We need to:

1. Identify what voluntary and statutory emergency preparedness and response planning already does well in terms of communities who experience discrimination, marginalisation and inequality that could be more widely replicated.

2. Identify where marginalised people's needs and rights are not being met and work out how to fill the gaps.
3. Co-create and disseminate practical resources to build knowledge and improve the practice of both the equality and emergency response communities so that everyone's needs and rights are understood and met in climate emergency preparedness-planning and response.
4. Feed learning from our work into local, devolved and UK government strategies, policies, and actions on climate emergencies, resilience and preparedness.
5. Build from the practicalities of climate emergencies to support our communities to understand and tackle the broader implications of climate breakdown and adaptation.
6. Pool and amplify knowledge about what can be done to advance a climate justice approach, enabling connections and influencing at local and national level.
7. Harness our strategic communications expertise to increase the efficacy and reach of our work on climate preparedness and climate justice.

Investment

What

We want to increase investment in solutions to the root causes of inequality and rights abuse.

In the short term we will continue to advocate for government investment to tackle structural inequalities, and to build on our initiatives on enterprise development and funding for racial justice.

In the long term we want to develop a programme of work that maximises the connections between the different elements of our work on this agenda. We want to generate a rigorous evidence base and policy and practice recommendations that support funders to understand the root causes of inequality and rights abuse and invest in structural solutions.

Why

Every year governments, trusts, foundations and other funders make choices about where and how they invest billions of pounds in the UK. Too often, when it comes to investing in people's equality and human rights, the focus is on addressing the symptoms not the causes.

We see how piecemeal solutions come and go, on a loop, without creating lasting change. For example governments often support one-off and low-value equality initiatives that have no chance of creating meaningful change at scale, while ignoring the opportunity to harness the billions of pounds of public money they are investing to drive substantial structural change.

Many philanthropists and civil society funders fund work that alleviates the symptoms of people's inequality or supports people once harm has been done. There is value in that but there is a growing awareness of the need to balance this with investing in work that addresses the root causes of inequality and abuse, and that advocates for policy and social change.

How

We want to build on our work over the past five years on structural investments such as the UK Shared Prosperity Fund, the industrial strategy and capital spending, levelling up, and the devolution of power and funding to nations and regions.

Working with members, we want to deepen our evidence base and create a new programme of work combining our policy and strategic communications expertise that will make the case to government for traditional capital investments in infrastructure such as roads and hospitals to be harnessed to tackle persistent employment inequalities, and for new capital investment in vital social infrastructure such as childcare and social care.

We will continue to provide the Secretariat to the Funders for Race Equality Alliance and support it to increase funding for racial equality and justice. We will seek to grow its influence within the trusts and foundations sector. And to ensure the Alliance develops in a sustainable way.

We will continue our successful Equality Sector Enterprise Development Programme, in partnership with Access – The Foundation for Social Investment. Over time we want to increase our capacity to share learning from the programme. We want to equip ourselves to advocate for the development of new funds to harness social investment and impact investment to create social change in the areas of people's equality and human rights. And we want to explore the potential for our role as a grant distributor.

Finally, throughout the development of this strategy both members and funders identified an important role for us to play in convening our members and funders to explore how funders can better invest in understanding the causes of inequality and rights abuse that so many people in the UK experience, and supporting solutions that will bring lasting change.

Our infrastructure model

We know that this is an ambitious strategy. At the time of writing we do not have the investment or capacity to do all of it. But by setting out our vision, and what we know we need to do to achieve change, we hope to generate the support we need to make it happen.

Our infrastructure model is about inter-connecting work to achieve our social change goals on each of our big issues. We plan to build out from what we are already doing on our three policy change themes. We will combine our role of influencing national policy directly with enabling others to have greater influence and create change in their own areas of operation.

More specifically we will:

- ▶ build and share an evidence base of lived experience, evidence from members' services and advocacy work, and academic research
- ▶ convene members, partners and stakeholders
- ▶ provide pan-equality and human rights analysis and overview, thought leadership, policy development, and direct national policy advocacy

By setting out our vision, and what we know we need to do to achieve change, we hope to generate the support we need to make it happen.

- ▶ enable members' own policy advocacy at local, regional, devolved and national levels
- ▶ continue to expand our narrative change and strategic communications expertise, through research and initiatives that shape our policy advocacy, and through providing training and consultancy to others who share our social change goals
- ▶ develop and deliver practice-change programmes (for example building on our current Equality Sector Enterprise Development Programme, and our role providing the Secretariat to the Funders for Race Equality Alliance) that drive change through other key channels.

Members are at the heart of what we do. Our model is based on reciprocity between us and our members.

We support members

- ▶ We do thinking they don't have the capacity for: long-term, covering intersectional and pan-equality perspectives, to identify causes and solutions.
- ▶ We take shared positions they wouldn't be able to on their own.
- ▶ We equip them to achieve change through policy analysis, strategic communications, and practice-change programmes.
- ▶ We connect them with policy-makers and wider influencing networks.

- ▶ We amplify their voices and priorities.
- ▶ We bring members together, in a safe forum where they can inspire, support and learn from each other.

Members support us

- ▶ Members' invaluable knowledge, service delivery, research evidence, and advocacy informs our policy and advocacy work.
- ▶ They bring their lived experience, and the lived experience of people they work with.
- ▶ They provide evidence that the social issues we focus on are structural, not individual.
- ▶ They contribute to generating shared policy solutions and recommendations.
- ▶ Our strength as a network comes from members' shared voice: together we show that the changes we advocate for matter to the majority, not a minority, of people.

Development and sustainability for success

In creating this strategy, we identified three key and interlinked areas of improvement that we need to make and sustain across the life of this strategy to successfully increase our reach and impact. These are:

1. Our agenda-setting and thought-leadership role. Our policy advocacy work is the core of what we do, but it is often harder to fund than our capacity-building work. We need to secure investment in our policy and public affairs capacity under each of our three big themes, so that we can ensure staff can focus on articulating common issues, developing policy solutions, and advancing change goals.

2. Our approach to intersectionality, lived experience, and adapting to new and emerging ways of influencing and creating social change. These are discussed in the key concepts section.
3. Member engagement at senior levels to facilitate more strategic discussion and action. Our members range from large networks with hundreds of staff and hundreds of members to small thinktanks. All struggle with capacity. Creating effective ways for more senior level participation is key to increasing our and their impact.

Learning and adapting

Work to achieve social change often has to balance responding to events and immediate priorities with strategic action to advance long-term structural improvements. Being able to learn and flex to adapt to changes in the external environment are essential for success. But it is easy to go off course, or lose sight of the fundamental changes we need to make.

Our strategy covers a ten-year timeframe, because, although many things will happen that we cannot predict at the time of writing, it's a timeframe that enables us to lift our gaze and plan, learn, and adapt over the long term.

Through setting our intention, this strategy helps us present a clear picture of how we need to develop our positioning and competences, as well as those of the wider equality and human rights field, in order to progress our vision.

It gives us a direction, which we can ensure all our activities follow and contribute to over the years, irrespective of whether the operating environment is challenging or more supportive at any given time.

Cross-cutting approaches and concepts

There are a number of key cross-cutting approaches and concepts that will underpin and be embedded in our work over the next ten years.

1. Pan-equality and human rights approach

Equally Ours' charitable purpose is about advancing people's rights, particularly those recognised under the Equality Act 2010, the Universal Declaration of Human Rights and the Human Rights Act 1998.

We bring this together in a pan-equality and human rights approach that looks across all the different types of equality, inequality and rights abuse. It identifies where there are shared problems and the causes of these problems. It uses human rights principles to create shared solutions, and shape how we advocate for them.

2. Anti-racism and racial justice

As a pan-equality and human rights network we don't work directly on single equality policy issues, whether that's ageism, sexism or other (though we do amplify our members' voices on them). However, there are distinctive intersectional and structural factors related to racism and racial justice that require a particular focus.

Some years ago, as a network we decided that given the level and intractability of racism in the UK, Equally Ours would – in appropriate ways – work specifically on race equality. This led, for example, to us advancing specific policy positions and providing the Secretariat for the Funders for Race Equality Alliance.

The murder of George Floyd and the Black Lives Matter movement showed that it is important to formalise that decision in this strategy, and to go further in articulating and embedding our commitment.

It's a truism that to achieve social change you say what you're for, not what you're against. Sometimes it's more complicated than that. In deepening our understanding about racism, and supporting others to do so, we need to be explicit, and spell out both what we do and don't support.

For that reason, standing up for racial justice and against racism is integral to this strategy, supported by an ongoing programme of culture change and action across all areas of our activity.

3. Structural inequality

We all face difficulties in life, but many of us face additional difficulties. These could be because of attitudes towards us based on aspects of who we are (our race, sexual orientation, disability, et cetera). And because of how systems are designed to benefit only some people, without consideration of everyone's needs or rights.

These additional difficulties happen frequently in some people's lives and have cumulative impacts. They create cycles of harm that are hard for individuals to break free from, and that further entrench structural inequalities.

They are difficulties that were created by society and can be changed by society. Tackling structural inequality is about changing harmful attitudes and redesigning structures and systems that get in the way of people living life the best they can.

4. Access and inclusion

Our commitment to structural inequality leads us to regularly review and update our own organisational practice around inclusion and access. This is about making sure we continue to embed the social model of disability in our thinking and activities. It's also about our wider approach of adapting our ways of working to meet people's needs and respect their rights, rather than expecting others to fit into our systems and processes.

Over the lifetime of the strategy this will be important also as we seek to embrace and work with new ways that people and communities organise and campaign for change.

5. Intersectionality

Intersectionality is about taking into account the fact that many of us have different aspects of our identities that are important to us, and that we can experience specific types of disadvantage for reasons related to the different aspects of our identity or life circumstances in combination.

For example, older women face the cumulative impacts of sexism generated across their lives, and ageism, and specific forms of combined discrimination not experienced by either younger women or men. And for older Black women, individual and systemic racism adds a further intersection and additional risks of inequality.

Intersectionality is also about taking into account where discrimination and equality (under the Equality Act 2010) connects with other issues, such as class and income inequality, in people's lives and how society operates.

To carry on the example of older women, the risks of facing multiple and complex forms of inequality and abuse are higher for older women living in poverty than for older women who have economic security.

6. Experience and evidence

We believe in the disability rights slogan, 'Nothing about us without us'.

That means making sure that our members and communities are at the heart of what we do.

Our policy and research network members provide an essential source of their own lived and professional experience. They bring the knowledge and experience that comes from providing services to millions of people who are experiencing inequality and injustice. They bring evidence from different types of research into the causes of and solutions to the problems our communities face. Together we hold the history of our movements, the power analysis, and an understanding of how change happens over time.

'Nothing about us without us' means that we need to continuously increase and improve our reach to organisations that struggle to have capacity to engage on issues such as the law and climate breakdown, as this often reflects structural inequality. It means surfacing and harnessing, in an appropriate way, the full range of our team members' and Trustees' lived experiences, as well as our professional experience.

It is important that we understand and make use of the valuable contributions that different types of evidence and experience make. Equally Ours has an important role to play to find solutions to social problems by bringing together the wealth of this information, connecting individuals' experiences with quantitative evidence, applying power and structural analyses, and building on the combined learning and achievements of our various movements for people's rights and social justice.

7. Narrative change and strategic communications

Evidence from the fields of cognitive science and linguistics shows that language matters. How we talk about – or 'frame' – a social issue affects how the public and policy-makers think, feel and talk about it which, in turn, determines to a large extent the laws and policies they support.

In the UK and around the world, dominant political narratives (at a non-party level) and public narratives on many social issues, such as immigration, housing, and discrimination, support the maintenance of an unequal and unjust status quo.

Strategic communications (or 'value-based framing') is an evidence-based method for developing alternative narratives and ways of talking about and advocating for change on social problems that strengthen the pro-social values we all hold, and increase public and political support for changes that improve people's lives.

Equally Ours was one of the first adopters of this approach in the UK. We began to develop skills in narrative change and evidence-based strategic communications on human rights around 2010, and since then have built our expertise in applying these techniques across a wide range of equality issues.

We use them in both our own work and to support members' campaigns and policy advocacy. We provide training and consultancy to help a wide range of change-makers win hearts and minds for social justice.

The more that campaigners, policy-influencers, and progressive policy-makers use these methods to drive change across a wide range of different policy areas, the greater the impact will be. We therefore plan to continue to expand and our expertise, and our training and consultancy offer, over the next ten years.



What success would look like

This ambitious strategy involves a lot of development and growth for Equally Ours and our networks in order to create the change we all want to see.

If we're able to do everything we have set out in this strategy, by 2032 we would hope to have created the following changes.

Law:

- ▶ People's equality and human rights are expanded and robustly protected in law.
- ▶ The public understands how equality and human rights matter to them, their loved ones and communities, and how to make use of them.
- ▶ Public bodies respect the law and use equality and human rights to deliver lawful and compassionate outcomes.

Climate:

- ▶ People whose rights are most at risk lead dialogue and policy development on climate breakdown and adaptation.
- ▶ People's equality and human rights are built into action at national and local levels to address climate breakdown.
- ▶ Emergency preparedness and planning organisations in the statutory and voluntary sectors are working hand in hand with equality and human rights groups on a sustainable basis, so that each new generation of responders fulfils the rights of all members of the community during heat, flood or other on-the-ground climate emergencies.

Investment:

- ▶ Funders – from trusts and foundations to social investment initiatives – provide as much investment in work to tackle the root causes of inequality and abuse of rights as they provide in work that addresses their symptoms.
- ▶ Governments' capital investment delivers on social care and child care as essential drivers of the economy and the well-being of the country.
- ▶ Governments' capital investment plays a major ongoing role in reducing gaps in employment rates for communities who experience structural barriers and discrimination in the labour market.

Sector strength:

- ▶ In our 30th year, Equally Ours is still adapting to embrace and enable new approaches to change-making.
- ▶ A large and thriving network of groups and organisations who collaborate on shared goals, respect each other's autonomy, differences, and unique contribution.
- ▶ Thousands of equality, human rights and other civil society organisations all use evidence- and values-based strategic communications in their campaigns, policy and media work. Together, we have created a vast web of effective influencers and narratives across many policy areas that increase public and political support for social justice.

Be part of the change

If you'd like to find out more about our strategy or to get involved, we'd love to hear from you. Contact us at info@equallyours.org.uk.

Many thanks to everyone who contributed to the development of this strategy. We are particularly grateful to the Sheila McKechnie Foundation for their expert analysis and wisdom.

'To be truly visionary we have to root our imagination in our concrete reality while simultaneously imagining possibilities beyond that reality.'

bell hooks

**EQUALLY
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Equally Ours is a registered charity (no. 1135357)
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