
More people.

The Amnesty International UK Communications strategy
2016-2020

AMNESTY
INTERNATIONAL



INTRODUCTION

Who is this strategy for?

External communication is central to our theory of change. It is how we change minds and win the trust of our supporters.

So this strategy is not just for our communication teams, it is for anyone at Amnesty who wants to build our influence, raise more money, and win more campaigns.



This is how we will change minds and extend our influence – because it will be much more difficult to dismiss Amnesty as a niche pressure group if we represent more than a niche audience.



Take a moment to think about someone you know that doesn't talk in our strange NGO language, has different priorities from you, and perhaps holds quite 'small-c' conservative opinions. **Perhaps they see you as a bit of a do-gooder – admirable, but different.** Meanwhile, they are getting their ideas about human rights from mainstream media – and now they can't hear the term 'human rights' without thinking about terrorists, or a remote European bureaucracy. It is not because human rights are **too** hard or **too** complex. It is not because they don't have time. Or that they don't value compassion, equality or fairness. They need us to inform, educate and engage them in ways that are relevant to their lives. **Ask yourself this: How am I going to persuade this person to support human rights and to support Amnesty?**



BACKGROUND



In the UK, the counter-narratives against human rights have established a firm grip on the public consciousness.

In 2000, when the Human Rights Act came quietly into force less than one year before 9/11, it would have been difficult to imagine many people objecting to a Bill of Rights for UK citizens.



TRUE TOLL OF MASS MIGRATION ON UK LIFE

Official: Half of Britons suffer under strain placed on schools, police, NHS and housing

THE full impact of mass immigration on British life was laid bare last night by a Home Office report. It said that half the population lives in a town or city which has experienced high levels of immigration over the last decade. Ministers said the 'uncontrolled' flow had caused a number of problems for wider society, ranging from pressure on maternity services, foreign students and other migrant groups.

In a triumphant week for British values, Tories unveil plans to give Parliament and judges power to ignore the European Court and its crazy decision making

END OF HUMAN RIGHTS FARCE

BRITAIN will force a showdown with Europe to seize back sovereignty over human rights if the Tories win the election.

'Savage and sadistic' murderer kept in segregation for his OWN protection wins case...and racks up over £400,000 in legal aid bills

'HUMAN RIGHTS' OF A BARBARIC RACIST KILLER

A RACIST killer who murdered a schoolboy had his human rights violated by being kept in solitary confinement for his own safety, the Supreme Court has ruled. Imran 'Baldy' Shahid was ring-leader of a gang that snatched 13-year-old Kriss Donald off the street simply because he was white. They stabbed him and set fire to him while he was still alive in a murder described by a judge as 'savage and barbaric'. But Britain's highest court yesterday ruled that Shahid's human rights were breached by keeping him separated from other prisoners in jail - even though it was for his own protection. Last night critics condemned the judgement, warning that Britain risk of legislation "was not designed to protect killers". Shahid, 38, who has claimed more than £400,000 in legal aid for a string of court appeals, spent four years and eight months in segregation. Unlike traditional solitary confinement, this allowed up to four hours a day with other prisoners, an hour in the gym and visits and telephone calls, as well as a television and newspapers in his cell. Despite these luxuries, five Supreme

HUMAN RIGHTS MADNESS TO END

Europe's judges to be stopped from meddling in our affairs

EUROPEAN human rights judges will be stripped of their powers to interfere in British sovereignty, said a Tory plan to be unveiled today. Justice Secretary Chris Grayling will propose a sweeping overhaul of Britain's relationship with the European Court of Human Rights to end its meddling in our affairs. The Downing

Soldiers jailed following night of vile assaults demand right to stay in UK

ASYLUM BID BY LIBYANS IN SEX RAMPAGE

Tory minister says taxpayer must fund balls and comedy workshops for criminals

NOW YOU PAY FOR PRISON PARTIES

A TORY minister provoked fury last night with an astonishing declaration that taxpayers should fund comedy workshops and party nights for prisoners. Chris Grayling also said that he planned to strip local authorities of their

Damning dossier reveals taxpayers' bill for European court payouts to murderers, terrorists and traitors

HUMAN RIGHT TO MAKE A KILLING

Islamic terrorists who plotted mass murder in UK can't be kicked out... because of THEIR human rights

FOLLY OF HUMAN RIGHTS LUVVIES

As actors fight plans to axe Human Rights Act, how thousands of foreign convicts use it to stay in Britain

Attitudes to human rights

Across the survey just 7% (3.5m) of UK adults strongly share Amnesty's world view.



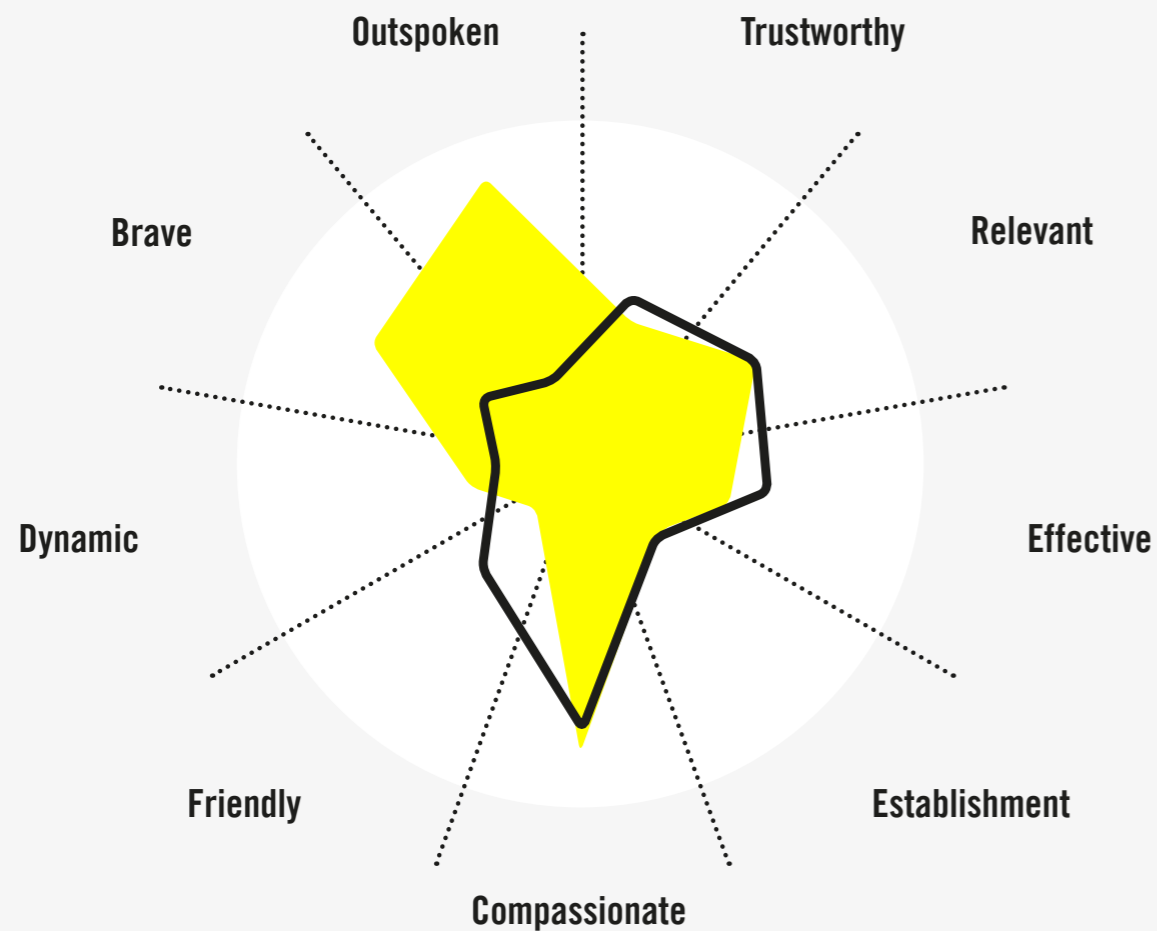
N=1,502 nationally representative on age/gender, socio-economic group, region and ethnicity. Fieldwork October 2015



An opportunity and a responsibility

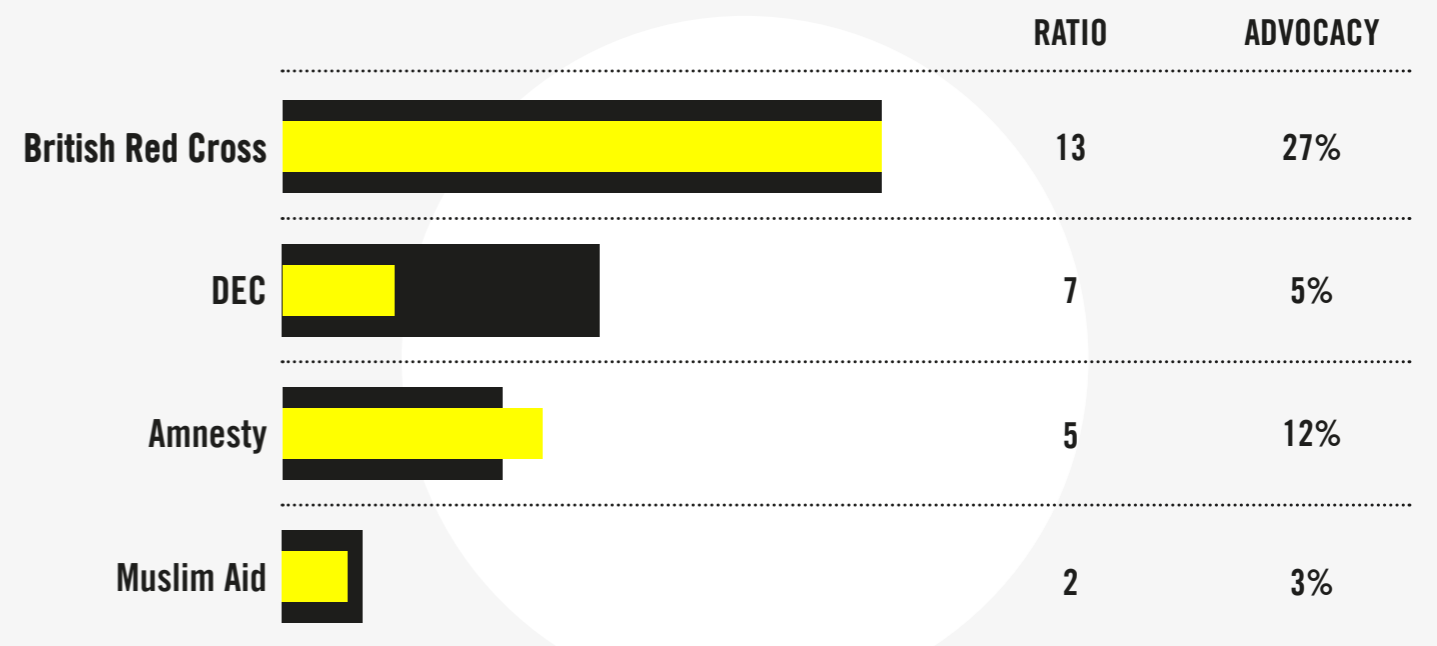
If we don't challenge the counter-narratives against human rights, who will?

Our brand footprint



● Amnesty ○ Sector average

Brand tracking



Base: people that would consider supporting an international human rights organisation and are aware of each brand

● Consideration ratio ● Brand advocacy



Median age of those that know something about each organisation

| | | | |
|-------------------|-----------|-------------------------|-----------|
| VSO | 50 | ActionAid | 42 |
| Christian Aid | 49 | World Animal Protection | 41 |
| Amnesty | 48 | Brooke | 39 |
| Oxfam | 47 | Care | 37 |
| British Red Cross | 47 | Action Against Hunger | 37 |
| Save the Children | 47 | Concern Worldwide | 38 |
| WWF | 47 | Human Rights Watch | 37 |
| Sightsavers | 46 | Farm Africa | 34 |
| WaterAid | 46 | Plan International | 34 |
| UNICEF | 45 | Muslim Aid | 33 |
| DEC | 44 | Islamic Relief | 32 |
| World Vision | 43 | ONE Campaign | 31 |
| CAFOD | 42 | AVERAGE | 42 |

Fieldwork: Jan-May 2016 N=5,032

OUR STRATEGY

Objectives and purpose



This is not about growth for growth's sake. It's not about numbers in a KPI report, or a disconnected marketing objective. It is core to our purpose – because we know that with more people comes more power, through:

- A constituency ready to act when human rights come under threat.
- Broader public attitudes creating a favourable environment for change.
- More income, enabling us to do more to help the victims of human rights abuses.



Our goals

We don't communicate to talk about
the change we make in the world.
We communicate to make change happen.

Our strategy will do this in a number of ways. It will:

Broaden popular
support for
human rights

Develop an
active base of
support ready to
mobilise

Build
engagement
with the
Amnesty brand

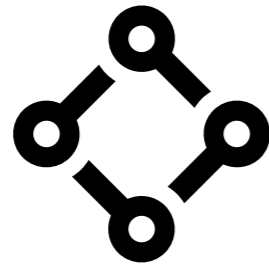
Grow
demonstrable
support for our
cause and for our
campaigns

Help generate
more money
through
fundraising

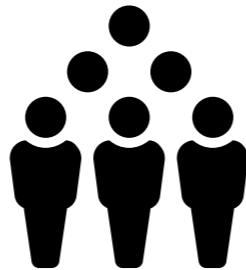
We'll have to become:



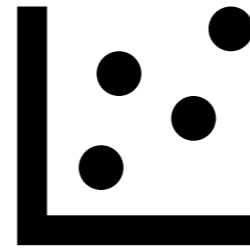
more
systematic



more
integrated



more
audience-centred



more focused on
measurable outcomes



Attitude groups

As % of the UK adult population

**Hard
Rejectors
20%**

**Soft
Rejectors
31%**

**Hard-
Nosed
Pragmatists
8%**

**Centrist
Consensus
19%**

**Human
Rights
Advocates
22%**

Charity begins (and ends) at home.

Vocally cynical about human rights, Fully bought in to Daily Mail-style counter-narratives. Very high proportion of UKIP voters.

Just not interested.

Don't actively reject human rights– but don't consider them important. Politically disengaged, there are a lot of non-voters in this group.

Agree with universal human rights on the surface.

Very community-oriented, strong ethics, but socially illiberal, and consider rights to be culturally dependent.

Sympathetic to human rights principles

but believe rights come with responsibilities and should be withdrawn from those that break society's rules. Often Conservative voters, but also a lot of centrist Labour and Greens.

Strongly support human rights principles,

even if some don't know much of the detail. Concerned about injustice and world issues, they tend to hold left-wing views, and are typically Labour or Green Party voters.



The opportunity

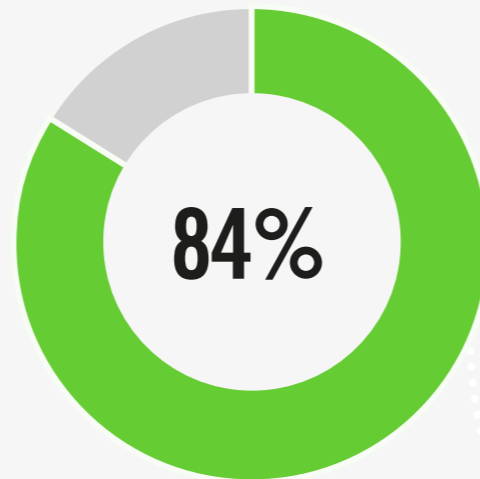
Human rights advocates

Strongly support human rights principles, even if some don't know much of the detail. **Concerned about injustice and world issues**, they tend to hold left-wing views, and are typically Labour or Green Party voters.

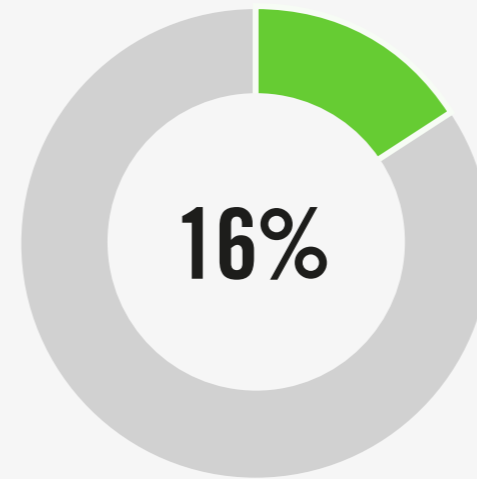
Centrist consensus

Sympathetic to human rights principles, but **believe rights come with responsibilities** and should be withdrawn from those that break society's rules. Often Conservative voters, but also a lot of centrist Labour and Greens.

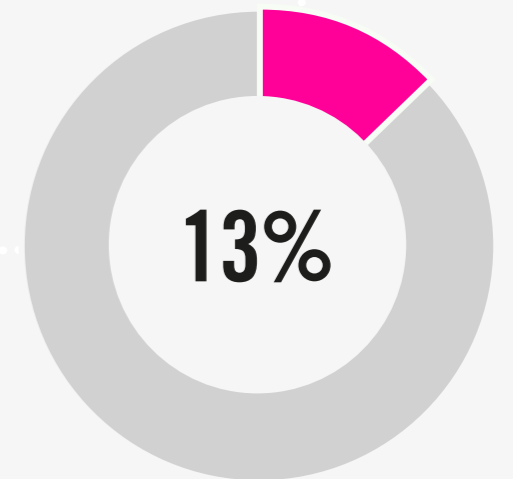
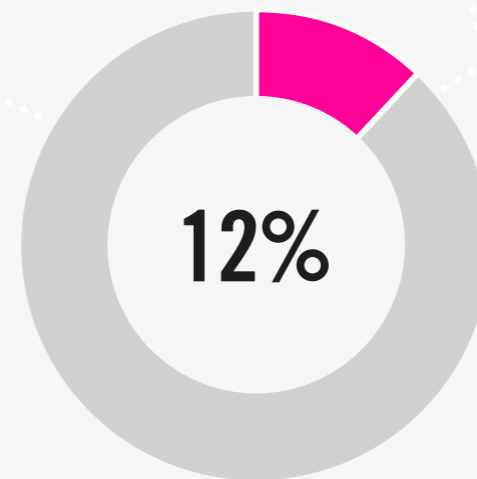
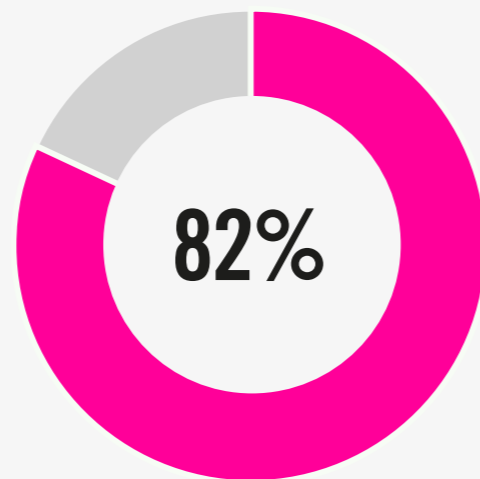
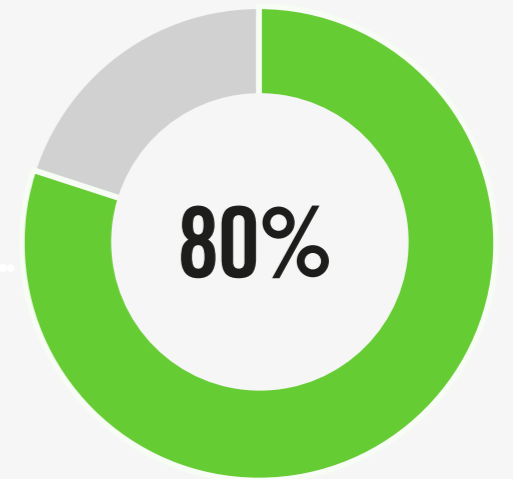
Propensity to support Amnesty



Percentage of adult population*



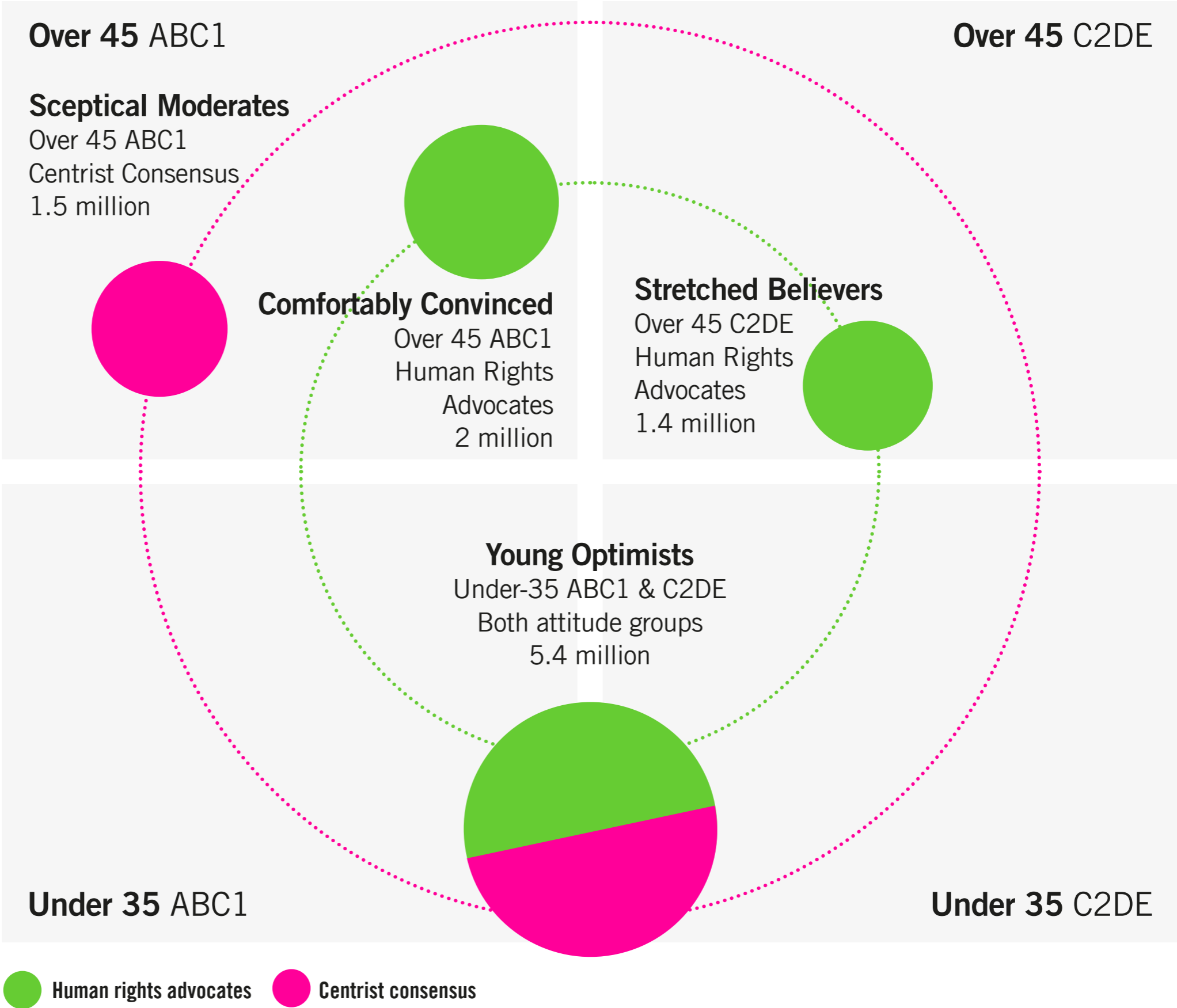
Percentage of Amnesty database



*filtered to people that would consider supporting an international human rights organisation



Deeper segmentation





Sceptical Moderates
Over 45
ABC1
Centrist Consensus
1.5 million

Centrist and centre-right values

- **Pragmatic**
Less likely to stand on high, immovable principles, preferring to respond flexibly to issues as they arise.
- **Inner directed**
How does this issue affect me, my family, or my community?
- **Conservative**
Likely to defend existing political and cultural institutions from change. Respectful of the rule of law.
- **Small government**
Sceptical of centralised, state-imposed solutions or the idea of entitlement.
- **Patriotic**
A sense of national identity is important.



Engaging the Young Optimists

- **Seeking self-actualisation**

Want to engage with causes on their own terms, and carefully select brands that they feel reflect their values.

- **Sociable**

Engagement with Amnesty is partly contingent on whether their social group is engaged, or whether it will enhance their reputation among friends.

- **Seeking knowledge**

Younger audiences' understanding of human rights principles is much sketchier than most, as is their awareness of Amnesty.

- **Idealistic**

Interested in causes with strong ideals, and unlikely to engage with pragmatism or compromise.

- **Flexible**

Likely to be still forming political opinions, and they may not think about political issues in a traditional left/right paradigm. But they do see injustice in the world and are open to persuasion.



Young Optimists
Under-35
ABC1 & C2DE
Both attitude groups
5.4 million

Sustaining our core support

As we grow our reach, we want the Comfortably Convinced to continue to donate to our appeals, and support our campaigns. Many hold positions of influence in their social and professional lives, and have a vital role in keeping human rights on the political agenda.



**Comfortably
Convinced**

Over 45
ABC1
Human Rights
Advocates
2 million



Audience summary

This is a summary of our attitude groups and segments. More can be found in the report from the qualitative research, and our audience pen portraits. We also have quantitative data available in our brand tracker, including more detail on demographics and attitudes of these groups.



Comfortably Convinced



Key characteristics

‘Heartland’ audience – most strongly aligned to the cause.

Role in this strategy

Strongest advocates, and high value donors.

Sceptical Moderates



Key characteristics

Respectful of Amnesty, most would consider supporting a human rights NGO but many have accepted negative human rights counter-narratives.

Role in this strategy

Potentially high value donors and advocates.

Stretched Believers



Key characteristics

Instinctively aligned, they have a strong sense of social justice derived from direct experience. Time- and cash-poor, less exposed to Amnesty, and likely to be preoccupied with close-to-home issues.

Role in this strategy

Some donors, but also potential community activists and advocates.

Young Optimists



Key characteristics

Low awareness of Amnesty and often uninformed about human rights principles. Different degrees of alignment, but many still forming political identities, and can be persuaded with the right argument.

Role in this strategy

Social media advocates, activists and future donors.



Human rights advocates



Centrist consensus



Motivations

Three audience motivations will drive our communications

★ Positive affirmation

Most of us respond better to positive affirmation than to criticism. If we are rewarded for doing good, we are likely to do good again. So we'll remind our audiences that they are good people. This will make them feel better, and be more likely to engage with us. **This does not mean at all that we shy away from showing the problems we exist to fix** – because there is really nothing good to say about injustice or violence. But it does mean we will engage our audiences with a genuine warmth and generosity of spirit, without finger-wagging or guilt-tripping. Change will come about because of the goodness and humanity of our supporters, so let's thank them in advance.

For example

We might say:

You care about human rights.

We might show:

Your actions have worked.
You are changing the world.

♥ Pre-existing commitments

Everyone has commitments in life, and are likely to do things that help them fulfil those commitments. Some of our audiences are already committed to campaigning for social justice, which means we just need to provide the opportunity for them to act. But for others, the dominant commitment will be something else entirely – perhaps protecting their family, or enhancing their reputation among peers. **We will find ways to link those commitments to our cause.**

For example

We might say:

Because you care about your family, you care about human rights.

We might show:

By sharing our content you can inform and engage your friends.

👥 Social norming

We are all guided by social norms – rules for what is considered normal behaviour for people like us. This happens both consciously and unconsciously and helps explain, for example, why human rights campaigners in the UK are often very similar. To broaden support we will tell our new audiences that **people like you stand up for human rights.**

For example

We might say:

People in your community are campaigning to welcome refugees.

We might show:

Spokespeople or supporters that look more like our target groups.



Framing human rights

To broaden support, we need to frame human rights in a way that will engage core support as well as a more centrist mindset.

Human Rights Advocates
... are motivated by social justice

Common ground

Talk about what is 'fair' and 'right' more than evoking the unqualified idea of 'entitlement'.

Human Rights Advocates
... are likely to believe that rights were hard won by activists

Centrist Consensus
... are likely to defend institutions

Common ground

Human Rights are an institution worth defending. **The cost of losing human rights is the loss of freedom and security.**

Centrist Consensus
... are sceptical of state-imposed solutions or 'entitlement'

Human Rights Advocates
... are altruistic, showing compassion for victims of human rights abuses

Centrist Consensus
... are patriotic, less likely to worry about colonial overtones

Human Rights Advocates
... are guided by universal principles, and likely to have an internationalist mindset

Centrist Consensus
... are respectful of the rule of law

Common ground

Human rights belong to you and are part of the legal framework that protects you. **All we are asking is that those in power abide by the law, just as you do.**

Common ground

Make human rights personal. **When we talk about distant problems we remind people that these are the same rights that they enjoy.** We show how human rights are enjoyed as well as lost.

Common ground

If in the UK we don't respect human rights, we can't complain when others don't. **We have to set a good example.**

Human Rights Advocates
... are willing to hold duty-bearers to account

Centrist Consensus
... are likely to be inner directed, seeking benefits to self or community



When we talk

We'll talk about human rights

We can't assume our audiences will make their own connections between personal stories and the broader principles they illustrate.

So our communications will explain, every time, which human rights are being highlighted, and why they matter.

We'll talk about achievements

We will never assume that our audiences know who we are or what we do, because we know this isn't true for some people.

When we talk about Amnesty we will talk about our achievements, because even those that know us well don't know much about what we've done.

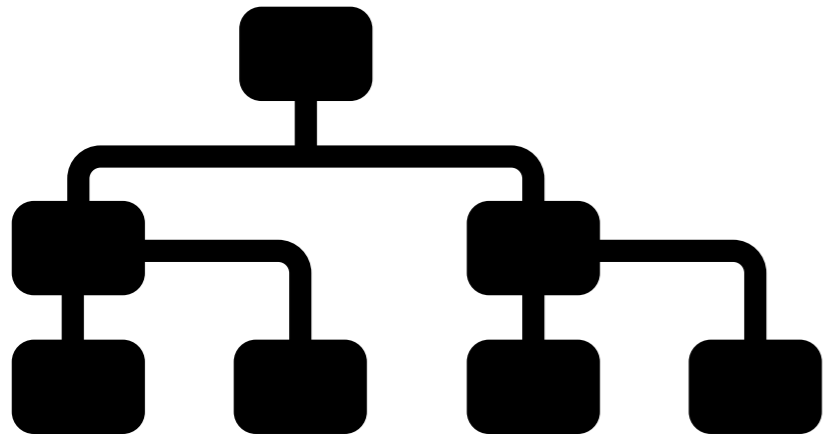
We'll sound more like our audiences

We'll use a conversational, accessible voice, mixed with analogy and other methods to underline central ideas and make content relatable.

We'll stop shouting.

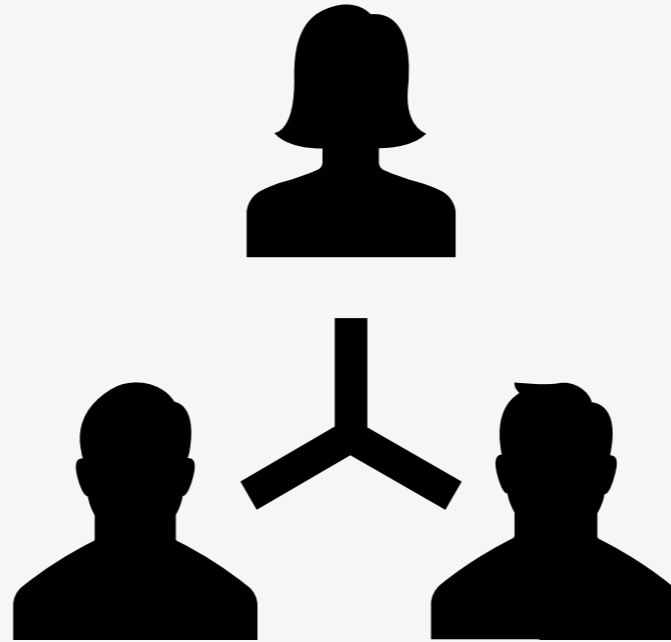


Roll-out



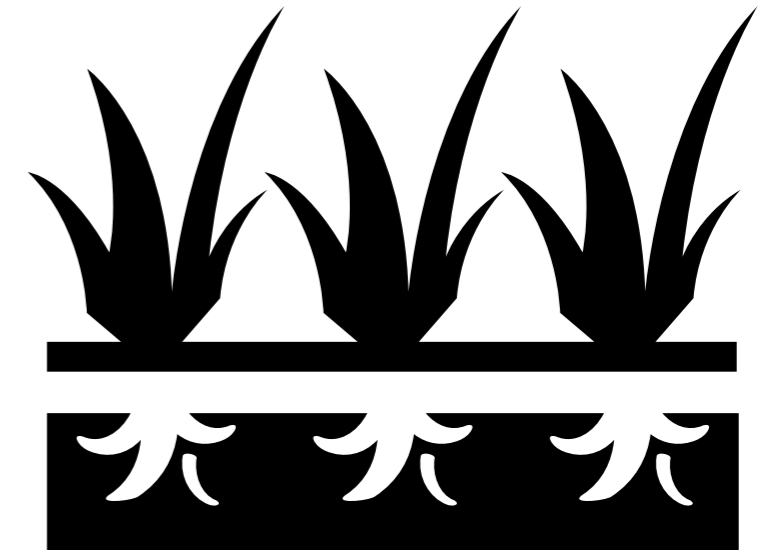
Integrating our roll-out with the organisation's effectiveness strategy.

We're knitting communications strategy skills and processes right through our organisational working – modules of our new staff induction are now informed by the communications strategy.



Localising across the organisation.

We're working with managers across all our departments to help them with working the communications strategies into their teams' day-to-day work, and longer-term strategies



Getting support from grass roots to board level.

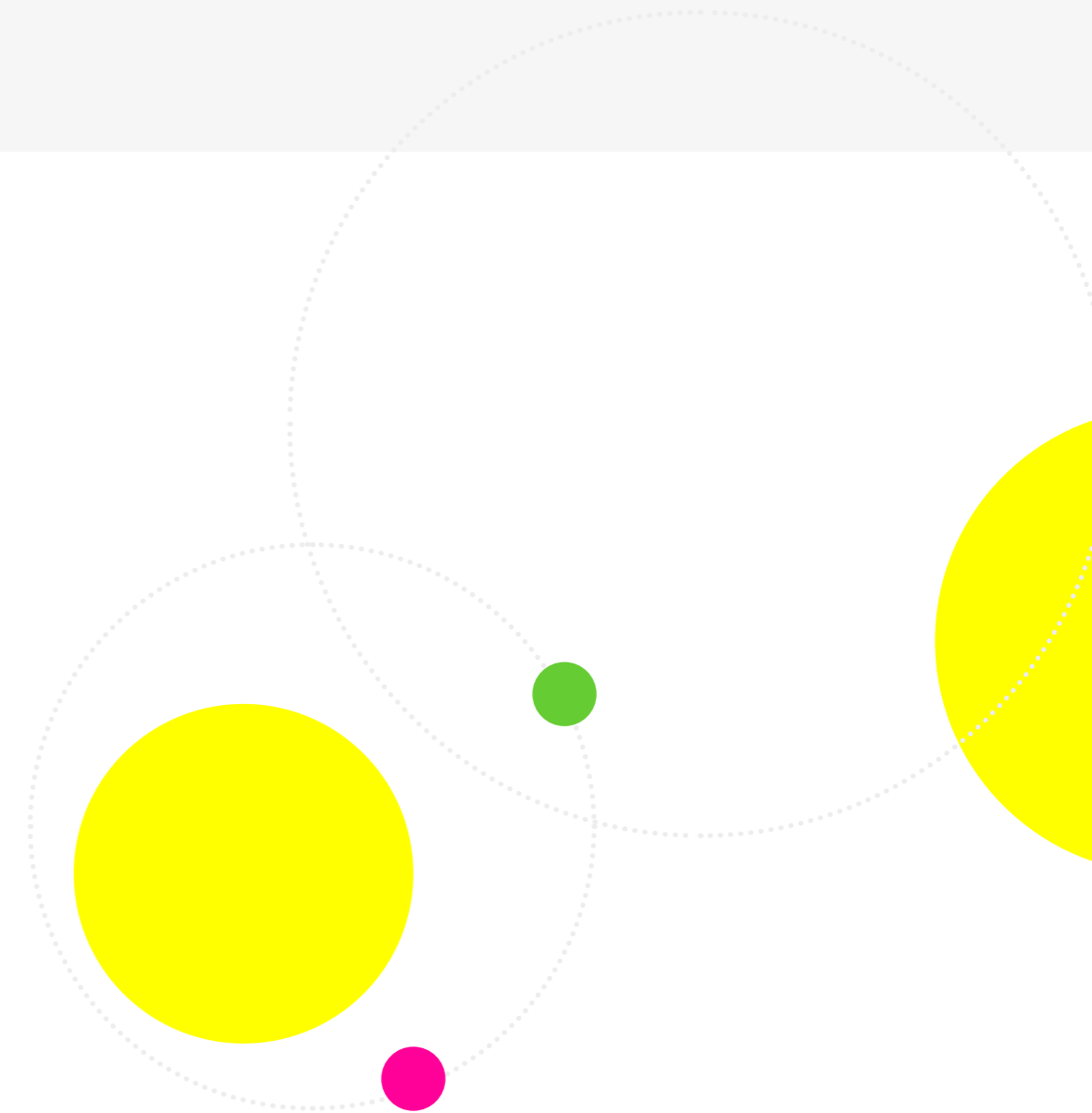
We've involved stakeholders from all levels of our organisation to ensure that this strategy is at the centre of the ways we work from implementation of communications ideas, to writing and approving of new strategies.



**It has become more than a communications strategy.
We've taken this to all levels of the organisation
including our grass roots activists.**

**At first, many didn't understand why we were
doing a 'communications strategy', but when
they had read it they said they realised why.**

**They told us: "This is not a communications strategy.
It's an organisational strategy".**



Thank you.