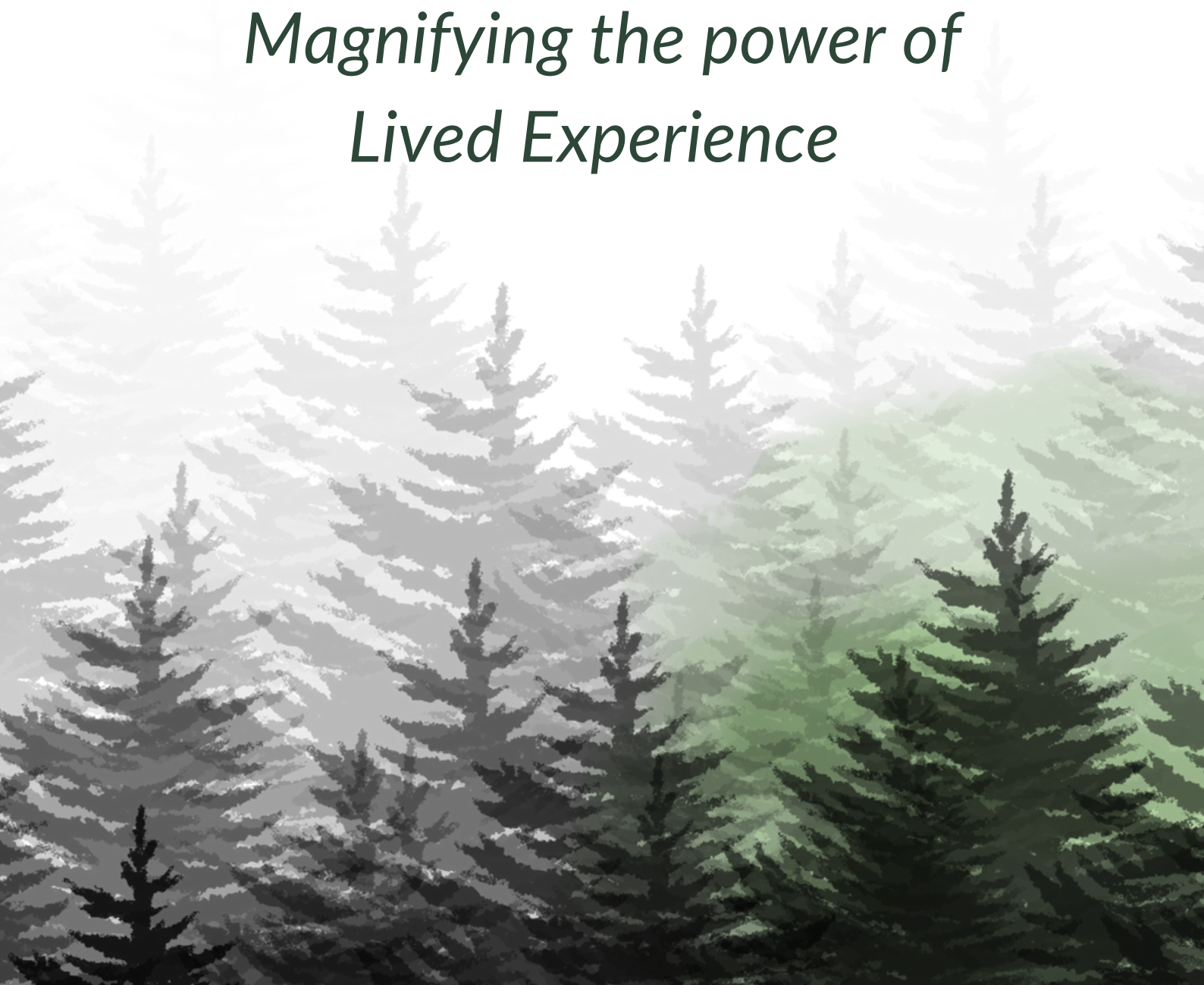




Growth Standards

*Magnifying the power of
Lived Experience*



The report was co-designed, researched and evaluated by a passionate group of people, who have lived experience of the Criminal Justice System. Contributors included:

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Setting The Context

Justice 2.0 is more than a campaign. It's a call to change culture across the justice system. It invites us to rethink justice not as punishment, but as a journey of growth, restoration and connection.

At the heart of Justice 2.0 is the belief that people are not the sum of their worst moments and culture change is needed, to create the right conditions for growth. For too long, people with lived experience of the criminal justice system have been excluded from shaping the very system they find themselves in. Their insights have been overlooked, their growth underestimated and their healing under-supported.

Justice 2.0 asks us to change that. It asks us to build a system *with* people, not just *for* them. It calls for a system that genuinely listens, includes and evolves to upgrade the justice system and co-own it.

JUSTICE 2.0

UPGRADING JUSTICE

UNITE | GROW | TRANSFORM



**PACKED WITH KNOWLEDGE
CHARGED BY COMPASSION
DRIVEN BY COURAGE
OILED WITH TRUST
WASHED IN RECOGNITION
SERVICED BY COMMUNITIES
HARM PARKED**

At the core of Justice 2.0 are five key commitments that guide all action:



Knowledge

To ensure decisions are informed, inclusive and shared



Compassion

To meet people as humans first



Courage

To challenge outdated norms and lead transformative change



Trust

To rebuild broken relationships and create safe systems



Recognition

To see and value people who are impacted by the system

These Growth Standards are a mechanism that can guide organisations to change culture, not only within their organisation but more broadly. They assist organisations to assess their current state of play and how they may grow, to create a more inclusive work environment, where lived experience is embraced and people remain the heart of the organisation.

Our vision is a future where people with lived experience are not only welcomed into the workforce but are actively shaping services, policy and practice. One day we hope these standards will no longer be needed. The Justice 2.0 framework needs to practice global solidarity through recognition of the fact that although justice systems operate within national boundaries, the quest for dignity and equity has worldwide significance. The development of connections between worldwide lived experience practitioners needs to be established.

Purpose of the Growth Standards

The purpose of these Growth Standards is to support a global cultural shift; from systems that marginalise people with lived experience of the justice system, to environments that recognise, nurture and value them as changemakers.

The Principles of Growth were reflected heavily within the data, from this project, reinforcing the belief that **people grow best in environments that care.**

The foundation of lived experience demands our confirmation of its evolution (or maturation) into lived expertise through reflection, alongside critical thinking and structured practice. We do not stay locked within our trauma narratives because we instead become system change architects.



Below are the key drivers for co-creating these Growth Standards:



Practical Advice was needed

These standards are designed to provide practical guidance for employers, commissioners, policymakers and leaders, who have lived experience of the justice system.



Belonging at the heart of reform

The Standards create a shared framework for embedding meaningful inclusion, supporting people with LE to thrive in their work, contributing to safer, more just communities.



Principles of Growth in action

Our Principles of Growth were co-created in 'exceptional' Norwegian prisons and inform all our cultural work. We wanted to apply them to these standards, to drive meaningful culture change.



Ethical Business Practices

We witnessed poor practice in this area and wanted to do something about it.

How the Growth Standards were created



This is a summary of the journey we took, to create these standards.
Lived experience was central to every step.

- **November 2024** Strategy co-created and led by a senior consultant with lived experience
- **December 2024** Survey co-created and launched across networks globally through LinkedIn (N=75)
- **January 2025** Second survey co-created and launched across networks to capture case studies plus data analysis session convened with researchers with lived experience
- **March 2025** Roundtable convened with consultants with lived experience to co-create standards and digital film produced (see [here](#))
- **March 2025** Provisional standards shared to gather feedback, with people who have personal and professional lived experience of the justice system
- **May 2025** Standards launched as part of Justice 2.0



What we found



Wellbeing

Wellbeing was a key theme from those who shared their experiences of working in the Justice System, with lived experience.

The formal disclosure process was one of the most shaming things that I've experienced.

Organisations often lack formal debriefing or trauma-informed policies. That leaves us exposed.

It's stressful always being otherised and discriminated against.



Wellbeing as a Priority

The weight of personal history combined with frontline responsibilities makes wellbeing not only a priority but a prerequisite for sustained engagement.



Emotional Labour

Many participants described their roles as emotionally charged, often exposing them to re-traumatisation, exhaustion and psychological strain.

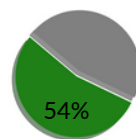


Over reliance on storytelling

There was also clear concern about being over-relied upon for storytelling without sufficient emotional safety structures in place.



Triggered and Unsupported?



54% of the participants felt triggered at work

Third party vetting was triggering for some due to the tone of the questions.



Supporting Wellbeing

Some spoke about feeling energised by the people they met in prison and community settings, reporting how it aided their wellbeing.



Poor Support Structures

Many described no reflective sessions, supervision or de-briefing structures in their organisation, leaving them to sit with their trauma, if triggered.

What we found



Growth

Growing, personally and professionally emerged from the data, highlighting a thirst for growth and feeling valued and included.

*Progression is boxed.
Peer roles only. You
get stuck at the
bottom.*

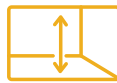
*It's (work) made
me a better
person*

*I'm good at strategy –
not just mentoring.
Why do I keep being
offered peer support
work?*



Giving Back

Many participants entered this space out of a desire to give back, repair harm and support others through their own insight.



Ceiling to Progression

However, they often found themselves limited to entry-level or peer roles, regardless of their broader capabilities.



Thirst for growth

Participants wanted to grow; not just in their lived experience identity, but as professionals, researchers, leaders and changemakers.



Growth hindered by those without professionalism.

Those with lived experience wanted to be seen and valued as professionals, acknowledging there were some who engaged in this work who hindered the reputation of it.



Growth is personal

Growth was described as deeply personal; an ongoing journey of healing, confidence-building and self-belief, especially when navigating stigma or professional doubts.



Growth Stunted

Some people talked about having more to offer, but being stunted due to their past.

What we found



Meaning

People discussed a deep sense of vocation and meaning in their work. There was an acknowledgement that some had poor intentions and this brought disappointment.

"If the only person at the table not getting paid is the one with lived experience, that's a problem."

"This isn't just a job. It's personal. I wanted to be part of the change I never saw when I was inside."

"I went from shame to self-worth. It gave my story purpose."



Purpose driven

Work grounded in lived experience was almost universally described as purposeful. For many, it was about redemption, reparation or making meaning from past harm. 85% felt a sense of purpose.



Brought Responsibility

The sense of responsibility to help others avoid the same path was clear.



Disempowering at times

When people were underpaid, underacknowledged or expected to lead on reform without support, the emotional labour felt disempowering rather than empowering.

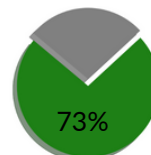


Healing

Some participants stated that working in the justice system brought personal healing.



Having a Voice



73% of participants felt they had a voice.



Resilience

The meaning for the job kept people going, when things got tough.

What we found



Belonging

Feeling a sense of inclusion and worth was clear from the contributions.

“We’re professionals like anyone else. Stop making us ‘the other’.”

“You are perpetuating the problems you claim to be addressing, by excluding lived experience.”

“It’s hard work sometimes, I get tired. There is a lack of a LE leadership network.”



Language is important

Terminology was a key issue. Labels like “ex-offender” were widely rejected. Even the term “lived experience expert” was seen by some as a barrier to progression or as reinforcing difference rather than belonging.



Story Telling as a choice

Participants consistently emphasised that disclosure should be a choice, and that inclusion meant being accepted as the whole person, who shares their stories if they choose.



Tokenistic

Many described feeling “bolted on” or hired for image, rather than valued for their insight and fully welcomed.



Sky’s the limit!

One participant stated there is no limit to the height of redemption, unless imposed by keeping the door closed.

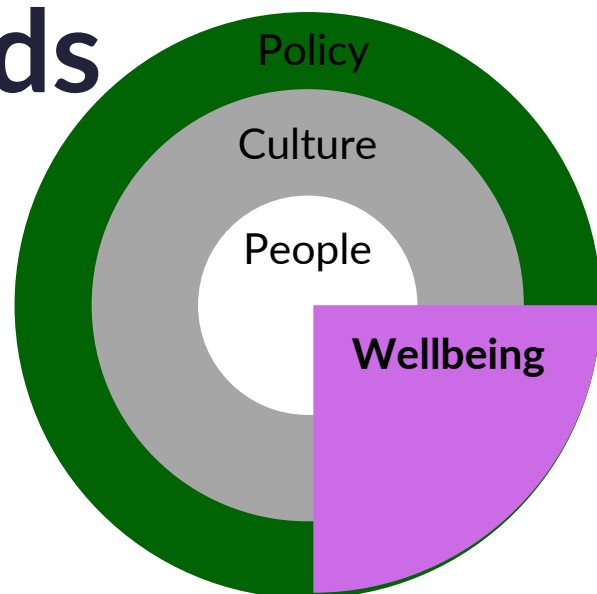


Stigma is isolating

63.8% felt excluded.
71.7% felt stigmatised.
Participants shared that microaggressions were common place and symbolically communicated at senior level, highlighting poor buy in.

Growth Standards

In light of the findings, our standards are structured into the four key themes of wellbeing, growth, meaning and belonging. Within each theme, there are three standards that address individuals, organisational culture and policy, respectively. This aims to address the whole system, to align and advocate for change from micro to macro levels.



1. WELLBEING

1a. PEOPLE STANDARD: Psychological Safety

Emotional and psychological safety is non-negotiable.

Standard Summary:

People with lived experience working in the justice system must be supported to navigate the emotional demands of their role. Past trauma can resurface, and wellbeing support must be offered to individuals to acknowledge and support people at work. Emotional safety must become a policy requirement instead of an optional add-on. The predictable risk of secondary trauma exposure needs to be managed through established debriefing protocols and trauma-informed supervision along with peer support networks.

Practical Advice

Ensure regular reflective supervision for LE staff, equivalent to clinical or coaching spaces in other sectors.

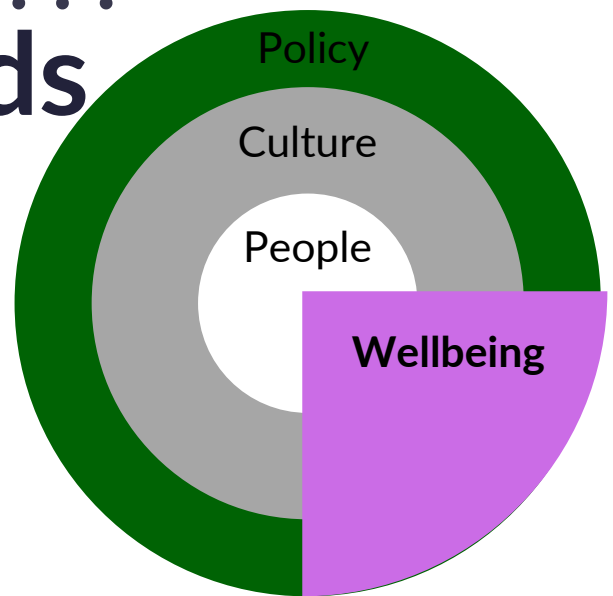
Normalise stepping back: Create flexible structures for leave, rest or decompression without guilt.

Have someone “on call” – a trusted wellbeing contact or peer supporter available when triggers surface.

Give disclaimers during presentations, conferences or public events if information may be particularly emotive or triggering to those with lived experience, who are in the audience.



Growth Standards



1b CULTURE STANDARD: Anti-Stigma Environments

Standard Summary

Wellbeing flourishes in cultures that are inclusive, psychologically safe and actively anti-stigma. Organisations must call out microaggressions, tackle internal bias and create welcoming spaces where people's pasts don't define their futures.

Practical Advice

- Provide training on inclusive language, bias awareness and microaggression response for all staff, including senior leadership.
- Create visible wellbeing commitments: posters, wall art, staff pledges etc. Embed culture in the physical space.
- Celebrate wellbeing as visibly as performance: shout-outs, wellbeing champions, mental health days and shared stories of resilience.
- Model vulnerability from the top: Leadership should openly share their wellbeing practices to de-shame emotional honesty.

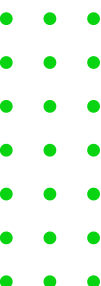
1c POLICY STANDARD: Wellbeing by Design

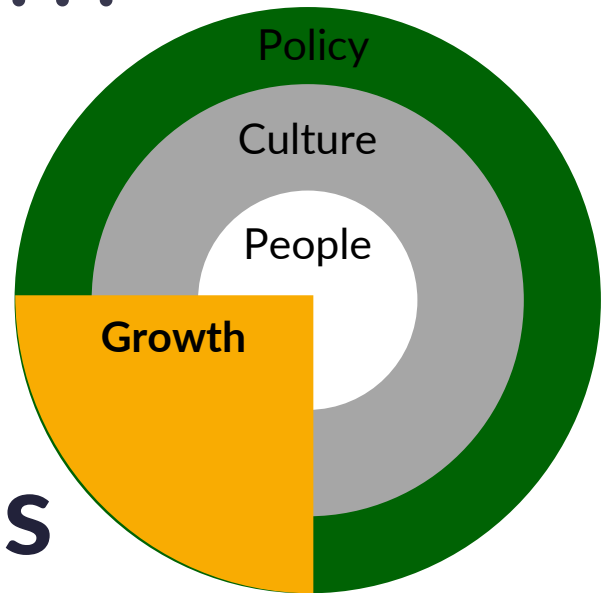
Standard Summary

Justice organisations must design wellbeing into their systems and policies. This includes commissioning models, funding bids, contracts and partnerships. Wellbeing cannot be an afterthought.

Practical Advice

- Include a "Wellbeing Statement" in policies: Clearly state how staff, especially those with LE, are protected and supported.
- Co-produce policies with lived experience voices to ensure they feel safe, not performative.





Growth Standards

2.GROWTH



2a PEOPLE STANDARD: Growth as a Right, Not Reward

Standard Summary

People with lived experience must have the same right to growth, development and leadership as anyone else. Their progression should not stall at peer or entry-level roles and be based on competency. It is important to identify areas of work that may not be suitable for employees based on their past convictions but this needs to be discussed openly and collaboratively, with a clear management structure in place to ensure safe, robust employees and organisations. Organisations must offer structured, aspirational and non-linear development that aligns with their skills, purpose and potential.

Practical Advice



Design progression pathways with clear opportunities to move from engagement to leadership.



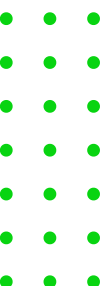
Use annual development reviews to document goals, feedback and strengths.

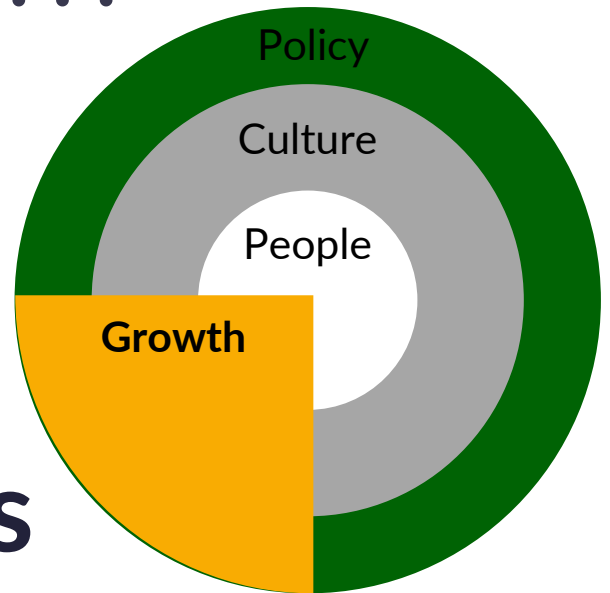


Offer shadowing and mentoring, not just as an add-on, but embedded in the role design.



Include CPD, coaching and succession planning in all LE-focused roles – not just traditional staff.





Growth Standards

2.GROWTH



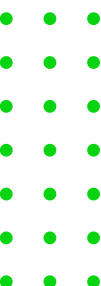
2b. CULTURE STANDARD: Meaningful Roles, Not Labels

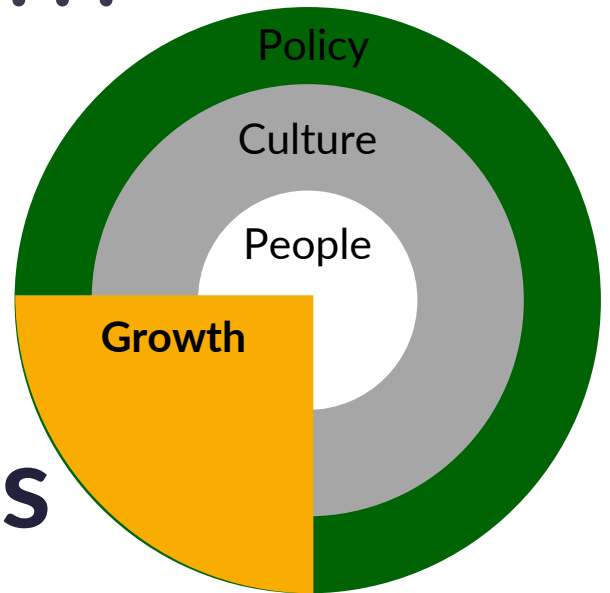
Standard Summary

Organisations must move away from tokenism or overly symbolic roles. Language, role design and internal culture should reflect the skills and expertise of the person, not just their past. Everyone deserves to feel valued for their contribution, not defined by their history.

Practical Advice

- Include experience in the job specification/job posting, not the title – so that people with lived experience aren't boxed into separate identities.
- Celebrate identity without stereotyping: create a culture where people define their own narrative.
- Review role titles and job descriptions; focus on role, not background. E.g. "consultant" not "lived experience consultant".
- Train teams on strength-based language and the symbolic power of words in recruitment and internal communications.





Growth Standards

2.GROWTH



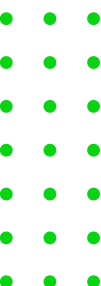
2c. POLICY STANDARD: Sustainable Structures for Growth

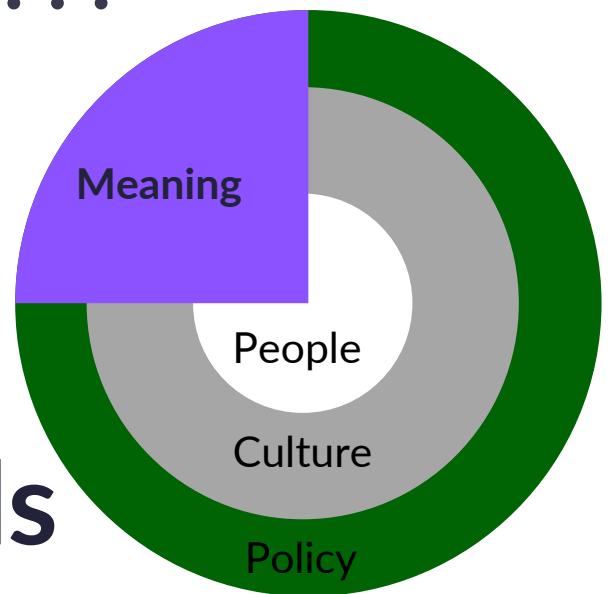
Standard Summary:

To create sector-wide change, people with lived experience inclusion must be supported by national standards, funding and infrastructure. Career progression, leadership development and accountability structures should be integrated into commissioning, policy and practice.

Practical Advice

- Incorporate lived experience inclusion standards into government/commissioning contracts.
- Include growth metrics around staff with lived experience in impact evaluations (e.g. % of staff with lived experience progressing, training accessed).
- Create national frameworks for people with lived experience development (similar to apprenticeships or leadership schemes).
- Fund regional/national training academies or growth hubs focused on LE development.





Growth Standards

3. MEANING



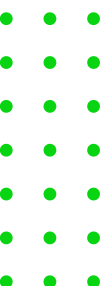
3a PEOPLE STANDARD: Lived Purpose in Practice

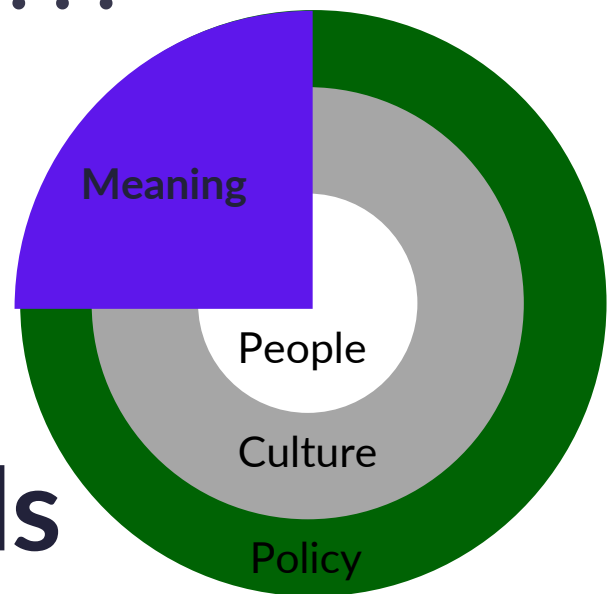
Standard Summary:

People with lived experience of the justice system want more than a role; they want meaning, connection and space to lead with their values. The meaning behind their work is the reason a lot of people continue in this role and if meaning is not maintained, staff may be more likely to experience burnout or vicarious trauma. Justice 2.0 aims prevent the exploitation of lived experience where survival stories are used to demonstrate system success, whilst systemic harms continue unchecked. Institutional credibility must never use lived experience as a marketing tool.

Practical Advice

- Use trauma-informed onboarding: Ensure induction, HR processes and contracts are explained with care, clarity and dignity.
- Invite storytelling carefully: Don't demand trauma. Offer supported spaces where stories are shared with ownership and choice, not obligation.
- Mentor and match: Pair new team with lived experience members with trusted peer mentors – someone who “gets it.” This will bring hope!
- Recruit with purpose: Do not just create roles; co-design them with LE voices to ensure they are meaningful, flexible and aligned to personal growth.





Growth Standards

3. MEANING



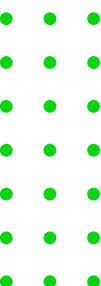
3b. CULTURE STANDARD: Meaning as Culture

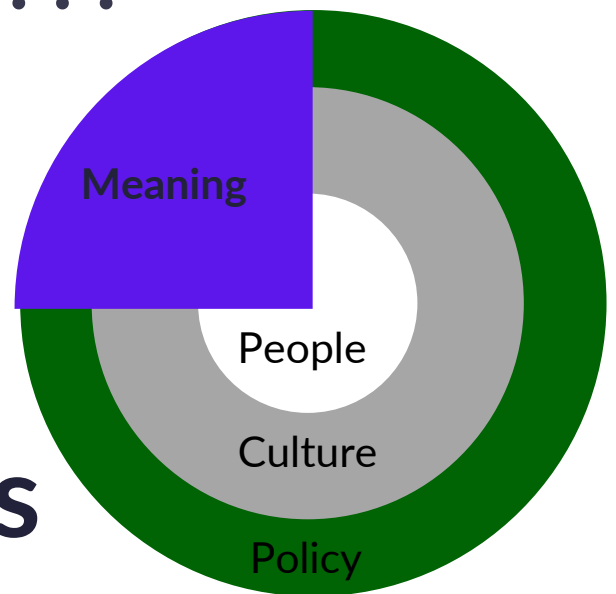
Standard Summary

Organisational culture must be designed for growth. Creating a learning culture, with meaningful relationships within it will allow organisations and people to flourish. Because this work is personal and people want to make a difference. Provide them the conditions they can do this.

Practical Advice

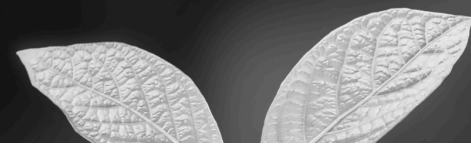
- Co-create core values: Involve all staff (especially LE voices) in shaping what the organisation stands for.
- Write meaning into role descriptions: Don't just list task; describe the deeper purpose behind the role.
- Build reflection into the rhythm of your organisation: Use team meetings, away days or creative workshops to explore "what impact are we making?" regularly.
- Use "check-ins": In 1:1s, ask: what part of your role feels meaningful right now? What doesn't?





Growth Standards

3. MEANING



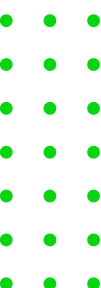
3c. POLICY STANDARD: Justice with Purpose & Humanity

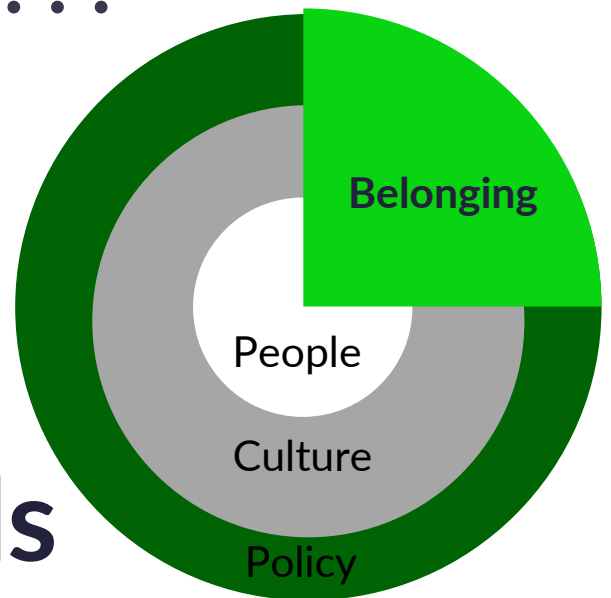
Standard Summary

Policy and strategy must reflect the purpose, values and voice of the communities it impacts, including those harmed by justice systems. Service delivery needs experiential knowledge as both its foundational source and driver of policy development and systemic transformation. A true cultural transformation emerges when lived expertise becomes involved in decision-making positions beyond program areas.

Practical Advice

- Create advisory panels to harness lived experience: Involve people in strategic decisions, programme design and evaluation.
- Host listening forums: Regularly engage with communities to understand what actually matters to them; not just what organisations think matters.
- Audit your policies for values: Do your safeguarding, HR and commissioning frameworks reflect dignity, hope and humanity?
- Train leaders in cultural competence: Policymakers must be trained to listen differently – not to validate their decisions, but to change them.





Growth Standards

4. BELONGING



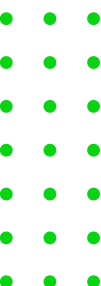
4a PEOPLE STANDARD: Empowered, Not Exposed

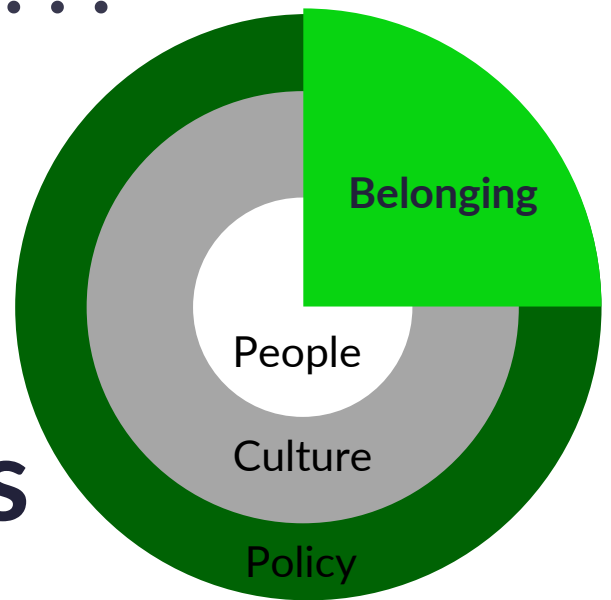
Standard Summary

People with lived experience must be empowered to participate with dignity, safety and agency. No one should feel forced to share their story to prove their worth. Consent, compensation and care must underpin all engagement, particularly in storytelling or public roles. Communicate belonging actively. Research projects involving lived experience practitioners need to provide them with full ownership rights to data and narrative materials and knowledge products. Credit along with consent and compensation stand as absolute necessities.

Practical Advice

- Establish a disclosure policy: Outline when/if disclosure is expected and ensure it is never a condition for employment.
- Respect contributions: Offer a copy of your own expectations when hosting events or conferences where people are sharing their stories.
- Reflect ways in which you promote a sense of belonging, which is values based, passionate and inclusive.
- Normalise choice: Some people with lived experience want to share, others don't – both are valid. And belonging is not conditional on sharing.





Growth Standards

4. BELONGING



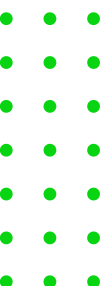
4b. CULTURE STANDARD: Inclusion Built In, Not Bolted On

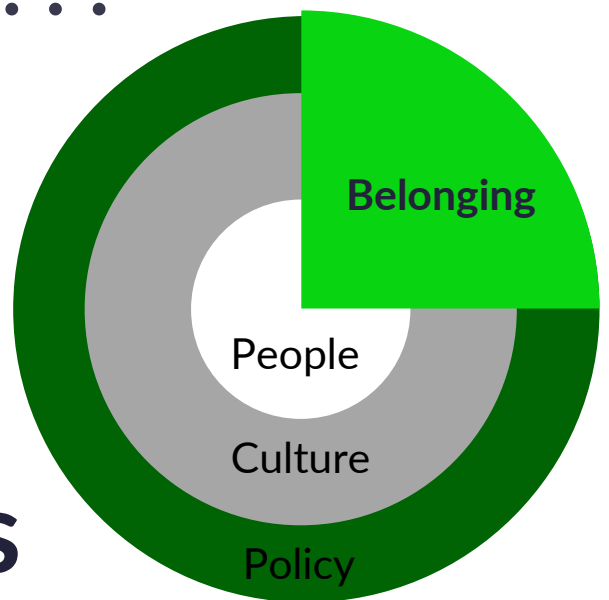
Standard Summary

True belonging means people are seen for their skills, strengths and potential; not just their past. Inclusion must be designed into the system, not retrofitted after harm or pressure. It involves clarity in job roles, equitable pay and strong support structures.

Practical Advice

- Ensure contracts are clear and professional; including terms, support offered and boundaries.
- Embed lived experience into organisational design, including boards, working groups and strategy.
- Benchmark job roles and salaries to those in equivalent positions, no unpaid 'lived experience' roles where others are paid.
- Conduct a culture audit: How psychologically safe is your workplace for someone returning from the justice system? Does the culture nurture belonging and people being their authentic self?





Growth Standards

4. BELONGING

4c. POLICY STANDARD: Remove Structural Barriers to Belonging

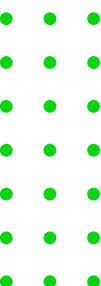
Standard Summary

Structural barriers like rigid vetting, criminal record discrimination and outdated risk frameworks prevent full inclusion. Policy must reflect rehabilitation, growth and trust – not permanent punishment.

Practical Advice

- Review vetting processes and ensure they account for rehabilitation, relevance and context, not just historic records.
- Challenge outdated narratives: Frame lived experience as an asset; in language, policy and public messaging.
- Create a Fair Access policy: Provide clarity for how your organisation supports those returning to CJS settings. Work with the Fair Chance Alliance to help you.
- Mandate “Ban the Box” for recruitment across sectors and in commissioned services. Ban the Box is a campaign that calls for the removal of the checkbox asking about criminal convictions on job application forms.






GTB are committed to supporting organisations to meet these standards. We offer workshops, annual reviews and coaching to organisations, to support the adoption and implementation of these Standards. Please contact us on info@growtransformbelong.com for more information of our consultancy taskforce, who have lived experience of the Justice System globally.



Self Assessment Tool

This part of the Growth Standards outlines practical ways organisations can gauge their progress and create action plans that will help them grow and promote belonging. Use this tool to rate your progress, out of five, from an 'aware' to a 'transformative' organisation.

Readiness Scale

- **1=Aware**
We are aware of the importance of this standard.
- **2=Intentional**
We are beginning to act with commitment and curiosity.
- **3=Implementation**
We have implemented different changes but they are not everyday practice just yet.
- **4=Embedded**
We have integrated these changes and their are co-owned and consistent. They are everyday practice and 'the way things are'.
- **5=Transformative**
We are setting new trends and sharing our ideas and practices with others. We are changing the world!

"Redemption is not just possible, it is powerful. Lived experience is not a liability – it's an asset that can transform the system from within."
(Steven Gordon)

Self Assessment Tool

Growth Standards Crib Sheet



STEP 1:

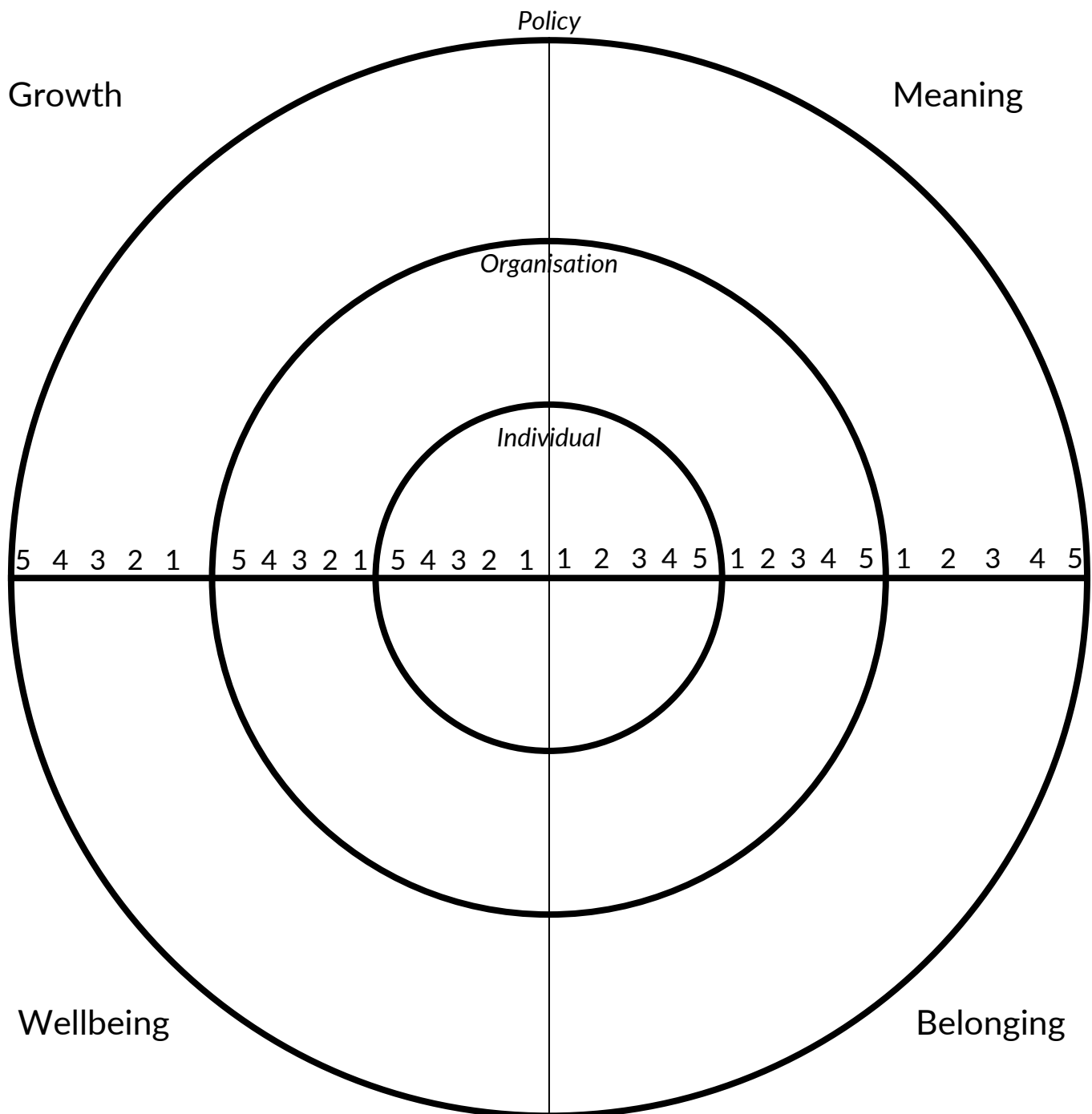
Use this survey (see [link](#)) to help you assess your organisation.

Self Assessment Tool

STEP 2:

Rate each standard and fill in this crib sheet.

The aim is to fill the whole circle.



Self Assessment Tool

STEP 3:

Create your own Action Plan to help you grow. Consider these factors.

| Which Standard? | What shall we do? | Who is involved? | Who is accountable? | How shall we measure success? | Successful? | How shall we embed? |
|-----------------|-------------------|------------------|---------------------|-------------------------------|-------------|---------------------|
| | | | | | | |
| | | | | | | |
| | | | | | | |

Example

| Which Standard? | What shall we do? | Who is involved? | Who is accountable? | How shall we measure success? | Successful? | How shall we embed? |
|-----------------|--|-----------------------------|---------------------------|---|-------------|--|
| 1a | Integrate disclaimers into presentations to be more trauma informed. | All presenters | Head of Quality/ Managers | Measure % of presentations with disclaimers | Yes | Provide guidance for presenters and a check list at the design stage |
| 2b | Review role titles and job descriptions; focus on role, not background. E.g. "consultant" not "lived experience consultant". | HR lead | Director | Job Adverts posted with normalised job titles | Yes | Add to employee handbook as a commitment and relevant policies |
| 3b | Introduce short "check ins" within team meetings (0-5- mental and physical wellbeing) | Managers and meeting chairs | Managers | Measure % of team meetings with check ins | Yes | Add to all agendas |

Some Inspiration

STEP 4: Struggling with the Standards? No problem, here is some inspiration.

| Standard | Project | Organisation |
|--|---|--|
| 1a. WELLBEING: PEOPLE STANDARD: Psychological Safety | Together is the UK's oldest mental health charity, emphasising "Service User Leadership" to empower individuals to lead their journey to wellbeing. They provide reflective supervision, peer support, and trauma-informed practices across their services. | <u>Together for Mental Wellbeing.(UK)</u> |
| 1b. WELLBEING: CULTURE STANDARD: Anti-Stigma Environments | Provides guidance on ending stigma and discrimination in mental health, emphasising inclusive collaborations and the involvement of people with lived experience. | <u>WHO: Mosaic toolkit to end stigma and discrimination in mental health</u> |
| 1c. WELLBEING: CULTURE STANDARD: Wellbeing by Design | Revolving Door provides safe and positive environments for people who have lived through similarly challenging experiences to come together and make change happen. There are plenty of informal opportunities to socialise with peers – such as coffee and chats and wellbeing sessions. | <u>Revolving Door</u> |
| 2a GROWTH: PEOPLE STANDARD: Growth as a Right, Not Reward | Service user leadership empowers people to make choices that affect their lives, lead their journey to wellbeing on their own terms and to collectively influence and improve services, organisations and society. | <u>Together</u> |

| Standard | Project | Organisation |
|--|---|--|
| 2b. GROWTH: CULTURE STANDARD: Meaningful Roles, Not Labels | Proper contracts, proper salaries, and investment in progression, training, and support. It also means meaningful leadership – people with lived experience being decision-makers. | Switchback, UK |
| 2b. GROWTH: CULTURE STANDARD: Meaningful Roles, Not Labels | For too long, people with lived experience have been confined to a limited role—as service recipients, objects of policy-making, or research subjects—in efforts to end homelessness. But policy, research and service organizations require the insight and leadership of people with lived experience at all levels in order to achieve the kind of transformative change that is needed. | <u>LIVED EXPERIENCE ADVISORY COUNCIL</u> |
| 2c. GROWTH: POLICY STANDARD: Sustainable Structures for Growth | Offers a ten-point plan to support policymakers in involving people with lived experience in criminal justice reform, ensuring that wellbeing is a core component of policy development. | <u>Penal Reform International</u> |
| 2c. GROWTH: POLICY STANDARD: Sustainable Structures for Growth | Globally implemented, this WHO model embeds lived experience into mental health services, promoting rights-based, compassionate care co-designed by users and survivors. | <u>WHO QualityRights Initiative</u> |

| Standard | Project | Organisation |
|--|---|----------------------------|
| 3a. MEANING: PEOPLE STANDARD: Lived Purpose in Practice | WayBack is a pioneering Norwegian organisation run <i>by</i> and <i>for</i> people with lived experience of prison. Their model centres around trust, mutual respect, and real relationships, where mentors who've walked the same path provide tailored guidance, emotional support, and help navigating housing, employment and community life. | <u>Wayback, Norway</u> |
| 3b. MEANING: CULTURE STANDARD: Meaning as Culture | To be able to involve those with lived experience from the start of projects, and not just as consultants or tokens. For example, co-designing the curriculum, and being able to work through relationships and networks built through trust. | <u>EmpathersySingapore</u> |
| 3b.MEANING: CULTURE STANDARD: Meaning as Culture | The Ingeus Justice event celebrated a powerful culture of belonging and transformation, showcasing how lived experience is central to the organisation's values and practice. Through the Ingeus Academy, peer mentors with criminal justice backgrounds are not only supported in their personal growth but also empowered to inspire others by using their experiences for meaningful change. | <u>Ingeus</u> |
| 3c. POLICY STANDARD: Justice with Purpose & Humanity | The Nacro Justice ExChange is a network of people with lived experience of the criminal justice system, including those currently in prison or previously released, who have been supported by Nacro through their resettlement journey. Together, they use their experiences to inform and influence criminal justice policy, proposing practical, real-world solutions to improve outcomes for individuals, families, communities, and society. | <u>Nacro</u> |

| Standard | Project | Organisation |
|---|--|--|
| 4a. BELONGING: PEOPLE STANDARD: Empowered, Not Exposed | <p>The National Council of Persons with Lived Experience (NCPLE) is an advisory committee composed of volunteers with living/lived experience of mental illness(es) and/or addiction that guides the work of CMHA National and the CMHA National Board of Directors.</p> <p>Vision A society where living/lived experience informs equitable mental and substance use health policies, programs and communications.</p> | <u>National Council of Persons with Lived Experience</u> |
| 4b. BELONGING: PEOPLE STANDARD: Inclusion built in, not bolted on. | <p>Spectrum is carrying on their journey to become a truly lived experience inclusive employer and continue to be part of the Lived Experience Charter, supporting employment opportunities for people with lived experience of the criminal justice and care settings. As part of the commitment, Spectrum is changing how they approach staff experience and, as an ambitious and growing organisation, strive to be even more than a Lived Experience Inclusive Employer. It is from this growth mindset that Spectrum has developed a set of commitments in collaboration with their board members, setting out five key principles:</p> | <u>Spectrum</u> |
| 4c. BELONGING: PEOPLE STANDARD: Remove Structural Barriers to Belonging | <p>Ban the Box Campaign (USA)</p> <p>This campaign advocates for the removal of the checkbox asking about criminal records on job applications, aiming to reduce structural barriers to employment for individuals with criminal histories.</p> | <u>Ban the Box Campaign Started in the USA then Unlock and Business in the Community (BITC).</u> |

Useful Resources

Below are a range of links that can support future learning, inspiration and a better understanding of this important topic. This is a live document so if you have any additional resources that may be of interest to the reader, please contact info@growtransformbelong.com

[Antojado, D., Bloggs, J., & Doyle, C. \(2025\). Lived experience to lived experience expertise: embracing lived experience in Australian criminology.](#)

[Brierley, A., & Dennehy, M. \(2024\). The Rehabilitation Industry: Lived Experience and Performance. Probation Journal.](#)

[Elisha, E. \(2023\). Ex-Convicts in an Official Role of Peer-Supporters: Toward Convict Therapy. International Journal of Offender Therapy and Comparative Criminology.](#)

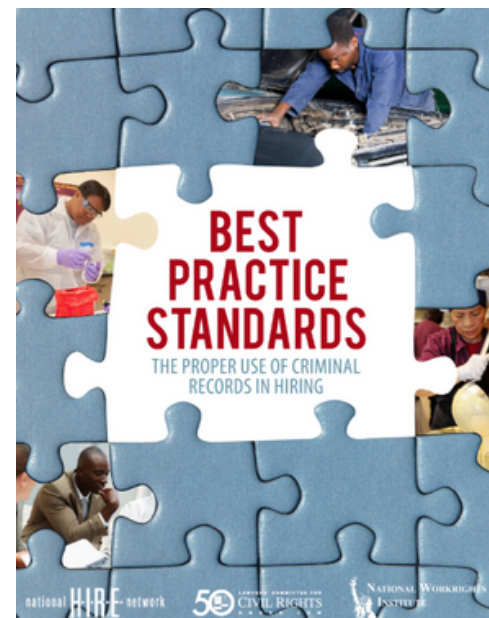
[Grenada, I.M. \(2023\). Feeding Time: A Whole-Community Approach to Safer, Smarter Reintegration of Federal Prisoners in Post-Pandemic Canada. John Howard Society of Canada.](#)

[Nixon, S. \(2020\). 'Giving back and getting on with my life': Peer mentoring, desistance and recovery of ex-offenders. Probation Journal.](#)

[Reingle Gonzalez, J.M., Rana, R.E., Jetelina, K.K., & Roberts, M.H. \(2019\). The Value of Lived Experience With the Criminal Justice System: A Qualitative Study of Peer Re-entry Specialists. International Journal of Offender Therapy and Comparative Criminology.](#)

[Reingle Gonzalez, J.M., Rana, R.E., Jetelina, K.K., & Roberts, M.H. \(2019\). The Value of Lived Experience With the Criminal Justice System: A Qualitative Study of Peer Re-entry Specialists. International Journal of Offender Therapy and Comparative Criminology.](#)

[Troshynski, E.I., Willis, C., & Forrai, K. \(2024\). Experiential Knowledge as a Catalyst for Transformation in Reentry and Beyond. Criminal Justice and Behavior.](#)



Useful Resources

Global Freedom Fellowship: Charter in three languages on this page:

Global Freedom Scholars Manifesto in English--will be on the GFS website in five languages by next month

Ingeus Evaluating the impact of lived experience

Centre for Creative Leadership: What Is Inclusion in the Workplace? A Guide for Leaders

Sandhu (2017) The value of lived experience in social change

Incorporating Those with Lived Experience to Improve Community Supervision Outcomes Joe Russo, Michael J. D. Vermeer, Dulani Woods, Brian A. Jackson

Penal Reform International: Involving people with lived experience in criminal justice reform

CEO: A Fair Chance: Hiring Guide & Toolkit

Randell (2003). Inclusion in the Workplace: A Review and Research Agenda

Clero, National LERO Standards: Standards for lived experience recovery organisation community groups and providers

Fair Chance Business Alliance Charter



Involving people with lived experience in criminal justice reform

A focus on fragile and conflict-affected settings*

Introduction

There is increasing recognition of the value that people with lived experience (PWLE) of criminal justice systems bring to reform efforts. Whether as a suspect or a defendant in a criminal case, or someone deprived of their liberty or under a community-based sentence, people with lived experience provide insights and expertise that other stakeholders do not have. They are uniquely placed to develop and advocate for more effective or alternative approaches.

“People with lived experience provide insights and expertise that other stakeholders do not have. They are uniquely placed to develop and advocate for more effective or alternative approaches.”

”

This ten-point plan draws on Penal Reform International's (PRI) work with people with lived experience, including in Armenia, Indonesia and Uganda, and is based on the active involvement of people with lived experience. It has been enriched by people with lived experience across these countries. It has also drawn on the expertise and valuable resources and studies from other organisations working with people affected directly by justice systems.

PRI is committed to promoting practical knowledge and lived experience including through its Experts by Experience Group. Its Charter is an evolving document reflecting our aim to improve and learn. Likewise, our Global Group is being developed in a gradual and participatory manner.

It is important that work with people with lived experience includes those living in fragile and conflict affected settings (FCAS). This allows expertise on and understanding how conflict and fragility affect criminal justice systems, and how best to protect human rights, including to rebuild systems following conflict and disaster.

Endorsements

We invite all organisations to support Justice 2.0 and commit to embedding the Growth Standards in your organisational culture and publicly share your journey toward transformation. Here are some organisations who have endorsed these Standards and strive to apply them within their work, advocating their use. Be part of the solutions and co-own the Standards alongside like minded organisations.

