FINAL DRAFT: UK GEDI Action Tracker
August 2022

#	Action	Deadline	Measure of success
1.1) The IRC has a compensation and benefits program that ensures the entire workforce is categorised and compensated			
	Data collection		
1	Improve the ethnicity declaration rate in new starters.	September 2023	Aim to reach a declaration rate of 90% overall
2	Develop a refreshed set of guidelines for managers (UK and non-UK) who are hiring staff in the UK, with the aim of driving up the number of BAME/BIPOC staff recruited especially at senior levels; and include a stated commitment to doing this.	January 2023	Guideline document finalised
3	Encourage staff to self-declare / reach a meaningful declaration rate in FY23 to enable data analysis on disability and sexual orientation.	September 2023	Aim to reach a declaration rate of 90% overall
4	Expand on the gender pay gap by intersecting with ethnicity pay gap, where self declared by staff.	March 2023	Publish internally at a minimum intersected pay gap
5	Start monitoring retention rates for diverse categories where self declared by staff.	November 2022	Retention rates shared wtih UKMT at mimimum
6	Produce and review diversity profiles of workforce for UKMT quarterly.	Ongoing, quarterly	Quarterly profiles shared at UKMT meeting
7	Explore if and how data collection on socio-economic status is possible with existing data collection tools.	September 2024	Recommendation on this data collection shared with UKMT
	Policies		
8	Review and update the IRC-UK Equal Opportunities & Diversity Policy.	January 2023	Updated policy published
9	An external review by DEI experts of all UK policies with a GEDI lens [budget dependent]	March 2023	Review complete on time and on budget

10 Refresher training for UK staff (alongside IRC Way training) on how to raise a discrimination or harassment complaint, and what the process is, including the role of the UK grievance policy.	March 2023	All UK staff offered the training
11 Develop a community member volunteering policy for RAI UK and develop a volunteer management plan with resourcing needs identified.	Q2 FY23	Policy document created and approved by RAI and HR
Other		
12 Roll-out of People Survey recommendations for the UK	TBC on release of Survey recommendations (global)	TBC on release of Survey recommendations (global)

1.2) The IRC has diverse workforce at all levels of the organisation that reflects the places we work and people we serve and key

Leadership diversity		
13 Quarterly monitoring of UKMT diversity (race and gender).	September 2024	Ambition of at least 50% female representation and 1/3 BAME/BIPOC representation
14 Board to develop a follow-on action plan to build on completed FY21 actions.		Completed plan publicly shared (website) and with staff
15 Consider how to add an intersectional goal for leadership diversity with new Regional Europe GEDI advisor when in post.	September 2023 (assuming Regional Europe GEDI advisor in post by March 2023)	Plan for intersectional goal agreed
Recruitment		

Who we Are	16	Develop a refreshed set of guidelines for managers (UK and non-UK) who are hiring staff in the UK, with the aim of driving up the number of BAME/BIPOC staff recruited especially at senior levels; and include a stated commitment to doing this. To include: - Guidance on ensuring diverse shortlisting / recruitment for roles in the UK. UKMT to also communicate this to non-UK hiring managers. - Guidance on removing credentialism from UK job descriptions (university degrees, years of experience where not directly relevant to the role).	November 2022	Guideline document finalised and shared with managers of UK staff
	17	Make a public commitment on IRC UK D&I page about our commitment to avoiding credentialism in JDs	October 2022	Commitment posted on webpage
	18	Expand the apprenticeship scheme. [budget dependent]	First apprentice by September 2023; second by September 2024	2 apprentices successfully complete scheme
	19	Ensure Cornerstone name blinding (delayed globally) is in place for UK recruitment.	September 2023	Name blinding functionality is confirmed or alternative identified.
	20	Introduce paid short-term internship (e.g. 3 months) for people with lived experience / RAI programme clients. [budget dependent]	March 2023	First intern successfully in post by deadline if budget request for FY23 approved.
	21	Provide budget to sponsor visas for people with refugee country of origin on alternative visas (e.g. students etc.) to work for IRC UK. [budget dependent]	November 2022	Budget secured in FY23.
	22	Specialised training provided to HR departments on GEDI, including e.g. support hiring of people with refugee/ asylum status [budget dependent]	January 2023	% HR team offered training.
	23	Ensuring that job postings reach clients: hiring managers to be conscious of actively seeking client referrals from programme team.	July 2023	Referral pathway agreed between RAI and UK HR and communicated to hiring managers.

1.3) IRC leadership and management take responsibility for creating an inclusive organisational culture in which every staff

Training and development

24	Regular staff-wide unconscious bias training, with sessions provided quarterly.	Ongoing, quarterly	Staff offered training sessions.
25	Offer effective communication and inclusive leadership training for managers, including non-UK based managers of UK staff. [budget dependent]	March 2023	Leadership training scoped, identified and offered to managers.
26	Review of UK induction process to ensure DEI mainstreamed across it.	January 2023	Review of all materials/presentations complete and recommendations for any amendments provided.
27	All UK-based staff managed by UK-based managers have a GEDI personal objective, with UKMT members' objectives reflecting achievement of actions in this plan. Recommendation for non-UK based managers to include GEDI objective in UK managees objectives included in inclusive management overview.	November 2022	Guidance on including objective communicated by UKMT in time for goal setting for FY23 (Q1)
28	Scope out offering a mentoring programme for BAME/BIPOC staff with the BAME/BIPOC Network, with the aim to have BAME/BIPOC staff actively enrolled by the end of FY23. [budget dependent]	July 2023	Scoping complete with recommendation provided, staff enrolled assuming feasible.
29	Explore if diversity is already or can be monitored through performance review/promotion processes.	January 2023	Review of current process complete and recommendation provided.
30	Develop with the new Europe GEDI lead a system for recognising and rewarding GEDI work.	TBC when Regional GEDI lead in post.	TBC when Regional GEDI lead in post.
31	Fund at least one leadership development opportunity per year (e.g. external course) for BAME/BIPOC staff. [budget dependent]	September 2023	One leadership opportunity identified and offered via BAME/BIPOC Network.
32	Orientation and training materials collated and tailored for existing staff with lived experience (e.g. guidance on working in the UK, training on language and writing for the workplace; more places provided on Building Basics training)	July 2023	Materials shared with RAI staff / staff with lived experience.

External assessment

33 Assessment on IRC UK as an LGBTQ+ friendly workplace. [budget dependent]	September 2023	Assessment complete and results shared with staff.
34 Diversity Confident Employer status is currently level 2; achieve level 3 (includes external assessment), which is the final level (Disability Confident Leader).	September 2024	Level 3 (Disability Confident Leader) achieved.
35 Submit annually to the enei TIDE external diversity assessment.	Yearly in 2023 and 2024	Annual improvement in 'tidemark' score of IRC UK diversity and inclusion

2.1) Building on our GE tools, IRC mainstreams DEI in our program design and delivery tools, processes, and accountability

36 Promoting DEI through the IRC UK supply chain by updating Code of Conduct to require suppliers to have an up-to-date DEI policy and action plan, and explicitly encourage minority-owned businesses to submit proposals	December 2022	Code of Conduct language updated.
37 Encourage Global Supply Chain to update the Code of Conduct as above.	March 2023	Updated language shared with GSC.
38 Setting programmatic targets for GEDI data collection (characteristics to be confirmed in SAP: age, sexual orientation, gender, ethnicity)	January 2023	Programme targets set and reviewed quarterly (first review Jan 2023)
39 Assessment carried out of what employment barriers exist for clients / people with lived experience (e.g. immigration, travel, language) and recommendations developed to address them in IRC recruitment processes.	January 2023	Report shared with RAI and HR staff
40 Referral pathway developed for employing clients/others with lived experience.	October 31 2022	100% of RAI staff know of open positions and how to refer clients to apply
41 Scope internally any disability inclusion gaps in RAI and approach external experts, like the European Disability Forum, to help develop recommendations for disability inclusion in RAI UK programmes. (budget dependent)	July 2023	Report shared with RAI and HR staff

2.2) IRC's program design is rooted in rigorous intersectional context analysis by engaging clients, partners, and staff to drive

What We Do

42	Consultant (for advisory board set-up) to do assessment of current client feedback mechanisms and provide recommendations on feedback mechanisms for clients and those with lived experiences to feed into programme design and delivery.	August 15 2022	Report presented to RAI staff
43	Guidance then developed on how to work with soon-to-be-formed refugee advisory board (RAI only to start), or in general guidance on consulting clients and those with lived experience across work (ER as well as RAI). Including developing procedures on how to compensate time of these individuals.	Sep 30 2022/ Dec 31 2022	TOR for RAB developed/ RAB recruited
44	Once consultation mechanisms in place, build feedback from the RAB into the yearly review of the FY22-24 Strategy / Action Plan.	May 2024	Consultative process for SAP annual review held
45	Developing partnerships with migrant-led organisations – co-designing and co-delivering UK RAI programmes. As part of the UK SAP implementation, develop targets for these partnerships.	September 30 2022	Targets set for number of partnerships to be developed

3.1) Staff at the IRC have equal access to information, and our internal communication is inclusive and reflective of diverse

ERG support and resource

46	Include time spent on ERGs and consultation on GEDI issues in ERG members' job descriptions. Include in UK-based managers; reflected in guidance for non-UK based managers.	November 2022	Guidance on including communicated by UKMT in time for goal setting for FY23 (Q1)
47	Increasing budget to support ERGs, with a recommendation some of the increase is used to pay for an activity of the members' choice. [budget dependent]	November 2022	If budget secured in FY23, budget communicated to ERGs by November.

48 With support from staff-led groups/networks and ED office, introduce actions that staff can take to show ally-ship for different groups (i.e. lanyards - rainbow for LGBTQ+/sunflower for hidden disabilities; stickers, 'not every disability is a visible disability' posters around the office and referenced in new staff induction packs, etc.)	Ongoing from October 2022	Feedback from ERGs that appropriate actions supported.
49 Regular dialogue with UK Executive Director and ERGs, including but not limited to twice-yearly GEDI strategy/action plan review (see action under 'Monitoring and Evaluation').	March / September, 2023 and 2024	At least two meetings per FY.
Internal engagement		
50 Learning opportunities at least quarterly with GEDI focus e.g. IRC Connects sessions on parental leave policies for same sex couples, issues of intersectionality, decoloniality.	Quarterly from October 2022	4 sessions offered to staff in FY23
51 European Disability Forum accessibility guidelines incorporated to internal comms.	June 2023	Review and consolidation of guidelines shared with staff, i.e. as RescueNet blog follow on to previous training
52 Create as routine, staff blogs which champion diversity and different experiences. Set metrics for these.	From October 2023	# blogs meets metrics set for each FY.
53 Teams channel created for UK All Staff.	September 2022	Teams channel set up and communicated to all UK staff.
Monitoring and consultation		
54 Run an All Staff survey every quarter to pulse check on how IRC-UK is progressing against this plan and DEI commitments, and provide mechanism for staff feedback.	First survey by September 2022; at least once a quarter thereafter	Positive staff feedback on progress of the UK strategy/action plan.
55 Establish a forum for staff representatives from existing staff-led groups/networks to meet every 6 months to exchange ideas and discuss progress on GEDI within IRC UK.	March / September, 2023 and 2024	Two meetings per FY.

3.2) The IRC's external communications reflect our DEI vision and commitment to promoting and ensuring the resilience and lived

56 Commission external consultant to conduct a DEI review across communications channels. [budget dependent]	January 2023	Consultant identified and contracted, timelines for recommendations agreed.
57 Work with GEDI teams and Inc studio to create IRC UK glossary of correct terms. Keep updated.	March 2023	Glossary document complete and shared with relevant teams.

What We Say / How We Engage

#	Action	Timeline	Measure
58	Tracking UK metrics to ensure diversity of spokespeople reflected in media coverage and IRC content (and log any barriers).	Put in place October 2022	UK tracker set up and data collected regularly.
59	Ensure that the new guide on language and imagery, which has been created as part of the brand refresh, is adhered to and ensure the guide is reviewed as a team and fundraising specific guidance is added if needed.	June 2023	Guidance reviewed and shared with relevant teams.
60	Training for all staff with external-facing roles about DEI-sensitive external comms. [budget dependent]	June 2023	Training completed by UK spokespeople.
61	New/ more prominent DEI section on the IRC UK website, making ethnicity pay gap and other resources easier to find.	January 2023	Website page updated.
62	Forward planning calendar for GEDI ER moments (Race Equality Week, International Day of Persons with Disabilities, Accessiblity Awareness Day e.g.)	FY23 calendar by September 2022	Forward planning calendar created

3.3) The IRC's external engagement (Communications, Marketing, Fundraising, and Advocacy) decision-making and prioritisation

#	Action	Timeline	Measure
63	Continue to work through BOND to engage with FCDO on progressing the recommendations of the International Development Committee report on racism in the aid sector. Specifically, join a new BOND CEO anti-racism coalition.	Ongoing from July 2022	UK ED joins meetings and shares learnings with UKMT.

Communications

#	Action	Timeline	Measure
64	Develop policy on paying clients for events / consultation (including programmes and clear ethical distinctions to be considered for paid comms activties).	January 2023	Guidance developed, agreed with RAI/UKMT and shared with relevant teams.
65	Diversity considerations to be included as standard in all OESP plans.	October 2022	OSEP plans updated with agreed guidance.
66	Create RISE programme alumni, to be given media / presentation training to support their comms activities for IRC.	March 2023	# clients who have received training.
67	Communication (press release/statement/blog) shared externally about IRC UK's GEDI journey at least annually.	February/March 2023	One PR/statement shared per FY.
68	Develop a mini-strategy around partnering with/ amplifying the voices of migrant-led orgs in our RISE comms in the UK.	November 2022	Strategy developed, agreed and shared with UKMT.

69	Supporting sister organisations (whether publicly or privately) that have publicly shared their struggles with racism, bullying etc.	Ongoing	Social media engagement with e.g. sister organisation statements; private conversations
70	Sharing our global disability inclusion commitments and learnings on IRC channels; through spokespeople (e.g. UK ED) at events, in blogs or in sector groups.	Ongoing	One engagement per FY on diability inclusion.
	Policy & Advocacy		
71	Putting the stories of our clients at the heart of P&A activities, i.e. quotes from clients in reports, inviting clients to parliamentary events and other meetings, etc.	Rolling	Regular engagement on our quarterly activities (hitting a mark of 75% of all our products).
72	Develop UK principles for engagement and representation, including which panels we will/ won't sit on for UK events (based on gender and racial/regional diversity), how we choose to speak out on issues and when we choose to elevate other voices, working closely with ER colleagues also engaged in this work and aligning with global guidance on same.	December 2022	A principles guiding document
73	Provide advocacy training to the UK RAI client Leadership group.	August 2022	UK RAI leadership group have met the training's objectives of gaining understanding and utilising it going forward
	Fundraising/Marketing		
74	Only attending or supporting external conferences/workshops with organisations in the fundraising space that show a commitment to DEI.	Ongoing from July 2022	Written internal commitment shared with Fundraising team; agreement on how to determine attendance within team.
75	Share work of the Refugee Advisory Board (see 2.2 above) and Refugee Leaders Group with interested UK donors.	Dependent on when 2.2 is finalised - deadline to be ongoing from when outcomes and progress can be identified and shared.	Dependent on 2.2 outcomes.