

Gender, Equality, Diversity & Inclusion



2023 Annual Progress Report



Introduction

We are proud to present the International Rescue Committee's (IRC) 2023 Annual Report on Gender, Equality, Diversity & Inclusion (GEDI). This report encapsulates the progress we have made this year and the voices of the inspiring teams and people driving those changes.

This year marked significant progress in our commitment to fostering a diverse, equal and inclusive environment for both our staff and clients. In last year's report, we committed to focusing on learnings from the People Survey to improve our workplace, incorporating GEDI principles into our core programming and progressing on our GEDI learning and leadership diversity goals.

With these commitments in mind, I am truly inspired by the efforts across all IRC locations and departments. While recognizing the journey ahead, I want to spotlight the key projects and substantial advancements achieved this year, demonstrating our ongoing dedication to this vital mission:

Who we are

- Over the past 12 months, we have made progress in reaching our leadership diversity goals, with 40% of our Senior Leadership Group identifying with one of the defined race or ethnicities and 63% of all IRC staff band 5+ identifying as women.
- Through our global pay review project, 89% (48 out of 54) of IRC countries achieved market-competitive pay targets with a 90% compa-ratio. In addition, half of the IRC country offices updated their pay scales this year, and all but one implemented an annual salary increase process.
- To further support our women leaders, we scaled up our female mentorship program to seven countries and 200+ staff and increased women staff's access to development programs. In 2023, 67.5% of employees who completed our week-long in-person Navigator manager training were women.

What we do

- We conducted intersectional gender analyses in programs across 24 countries. The analyses played a crucial role in shaping the design and implementation of GEDI-sensitive and transformative projects for all outcome areas.
- Our Resettlement, Asylum and Integration (RAI) offices launched our Client Voice Initiatives and hired Client Voices coordinators in 15 RAI offices to support embedding client voice into programming.

What we say and how we engage

- We established new advocacy partnerships with women-led organizations in Afghanistan, Democratic Republic of the Congo and Ukraine through the co-creation of the **"Why Wait?" Policy Report** launched globally from March to June.
- To increase communication, accessibility and inclusion for staff, we expanded our Language Service unit offerings.
- We integrated GEDI messaging into IRC policy and advocacy priorities, including in our annual **Watchlist Report**.

In 2023, our organization embraced learning and growth. We took additional steps to bring to life our feminist commitment and embed our GEDI principles into our workplace culture and the core of our programmatic efforts.

As we approach the final year of our first GEDI Action Plan, reflection is crucial. While we celebrate our successes, it is equally important for us to critically assess areas for growth and investment, which we have done later on in this report.

I extend my deepest thanks to all IRC staff, especially the Employee Resource Groups (ERGs) and GEDI Council, for their relentless dedication to fostering an inclusive workplace.

In solidarity,

Cica Dadjo
Chief GEDI Officer



Background

Diversity, Equality and Inclusion (DEI) at the IRC

DEI stands as a foundational pillar in the IRC's Strategy100, underscoring our resolve against racism and different forms of structural discrimination. This commitment involves a deep understanding of their systemic roots and diverse and intersectional manifestations worldwide. In April 2021, we launched our DEI strategy aligned with Strategy100's goals. The IRC DEI strategy is rooted in four principles: intersectional feminism, decoloniality, accountability and client centrality. The IRC is committed to actively working to end all forms of systemic discrimination and foster an inclusive working environment where everyone feels respected, heard, valued and supported.

From gender equality to GEDI

In 2019, IRC's pledge to staff and client equality embraced a feminist stance in humanitarian aid through the inaugural Gender Action Plan. Progressing into 2020, the exploration of DEI's role highlighted the necessity to broaden our focus beyond gender. This realization led to the bringing together of gender equality and DEI initiatives in 2022 into a singular GEDI effort. This integration enables us to tackle varied systems of inequality with an intersectional approach as part of our commitment to anti-racism and fighting discrimination, understanding the systemic underpinnings of both and recognizing that different parts of the world experience these issues in distinct ways.

GEDI Action Plan: Where we are now

The **GEDI Action Plan** is the IRC's three-year action plan that establishes the IRC's global commitments and metrics while aligning with Strategy100 ambitions. Drawn from our DEI strategy document and lessons from the Gender Action Plan, the plan builds a strong governance mechanism to hold leaders accountable for making progress toward our GEDI goals while allowing for contextual adaptation. As of the end of FY23, **78% of the GEDI Action Plan milestones are on track.**

The GEDI Action Plan is structured on the pillars of the IRC DEI strategy: who we are, what we do, and what we say and how we engage.

IRC mobile health team leader Dr. Khalil Rahimy examines a patient's mouth in Bamiyan, Afghanistan.



Pillar 1: Who we are

The IRC commits to fostering an inclusive organizational culture where diversity is championed and represented at all leadership levels.



Pillar 2: What we do

Our program design and delivery approach maximizes power for the communities we serve through effective collaboration with clients, partners and staff. We strive to achieve equal outcomes for diverse populations by using our deep understanding of local power imbalances to ensure equitable access to services.



Pillar 3: What we say and how we engage

We aim to build an organizational culture that encourages open and honest conversations by ensuring that all staff have equal access to internal communications. Our external communications will illustrate the resilience of the diverse people we serve, ensuring that the IRC's client, staff and partner voices and experiences inform the organization's priorities.



Highlights From Pillar 1: Who We Are

Pillar 1 of the GEDI Action Plan focuses on creating an inclusive organizational culture with zero tolerance for discrimination and where diversity will be championed and represented at all leadership levels. The IRC recognizes that diverse leadership and intentional inclusion are not merely aspirations; they are necessities — and key drivers of innovation, an inclusive culture and improved client outcomes. This critical priority goes beyond conventional goals; it is a fundamental shift toward a more inclusive and dynamic future for global leadership.



The Pathways Program: Cultivating women mentorship across borders

In response to the need for greater representation of women in leadership roles within the IRC, the Pathways Program was successfully launched in Kenya, Uganda, South Sudan, Somalia, Nigeria, Yemen and Chad. This pioneering initiative focused on empowering national female staff in middle management positions by providing mentorship relationships with seasoned professionals from across the organization.

The program, which ran for a six-month period, **engaged 200+ women staff members**. It was grounded in a meticulously crafted curriculum, initially piloted and refined in South Sudan during 2021–2022.

The female mentorship program is invaluable, with benefits for both mentees and mentors. Mentees are provided with access to role models, guiding them through their career progression. Mentors have the rewarding experience of contributing to the growth of others, enhancing their own leadership skills and gaining new insights and knowledge. Initiatives like this help create pathways for leaders and support the progress of our leadership diversity goals. This year, we achieved **40% of our Senior Leaders Group identifying in race/ethnicity groups that reflect the racial and ethnic diversity of our clients and staff and 63% of all IRC staff band 5+ identifying as women**.

Looking ahead, we are planning a comprehensive evaluation of the participants' skill development, network expansion and overall exposure. We are also planning to expand the program's reach by including more countries and offices, further reinforcing the IRC's commitment to cultivating women leadership.

Khadija Hassan Tijjani is part of the IRC team in Nigeria. She specializes in maternal and infant care and infant feeding at the primary health center in Wuro Jebbe.

Global Pay Review Project

The aim of the Global Pay Review is to adapt current compensation, benefits, and global mobility practices such that they lead to more equitable outcomes for staff. This focuses primarily between staff on national and international contracts, and between headquarters staff who are increasingly dispersed around the world. The Global Pay Review project represents a significant step forward for the IRC, stemming from our unwavering commitment to Strategy 100 and the GEDI Action Plan to ensure that the entire workforce is compensated equitably. Aimed at fostering equity and transparency, this initiative endeavors to establish a globally inclusive compensation framework, reflecting the diverse needs and contributions of our workforce while upholding our core values.

In FY2023, the Global Pay Review Project launched a design workshop attended by Crisis Response, Recovery and Development (CRRD) and People & Culture, leading to the formation of a 12-member Steering Committee and development

of key equitable pay principles. Results from the 2023 Compensation Scorecard show that at least 89% (48 out of 54) of countries have met their market competitive pay targets of obtaining an aggregate 90% compa-ratio. Half of IRC countries adjusted their pay scales this year, and all except one provided an annual salary increase (merit-based or statutory). Furthermore, minimum parental leave standards were successfully implemented across all 54 countries.

In 2024, the project aims to a) design, develop, and recommend an implementation plan for: time limits on assignment allowances, equitable international assignment tax policy, eligibility for assignment and relocation allowances, and a standard approach to domestic relocation support in all countries; and b) deliver a global pay scale table-top design and roadmap.

IRC WPE manager Diana Khoury helps Ameera*, 15, who is blind, draw on a three-dimensional mask during an arts activity for Syrian refugee girls in Akkar, Lebanon. The WPE team adapted their activities for people with disabilities.



**IRC People Survey:
A catalyst for
organizational change**

In 2023, the IRC made notable progress in its People Survey, initiated in 2022. The survey provides critical insights into staff experiences with DEI. The findings for 2023 enhance our understanding of workplace dynamics. **To date, approximately 80% of teams across the IRC have completed the action planning phase.** It is clear from looking at the IRC People Survey dashboard that inclusion priorities are at the forefront for many teams. Nearly half stated that they are on track to address their key priority.

Leaders and teams alike utilized insights from the IRC People Survey for inclusive discussions and data analysis, leading to immediate actions and embedding DEI in long-term strategic planning, including S100, SAP and SAP-IP, and the FY24 GEDI delivery letters.

The survey's impact is evident across the organization (see Figure 1 above). A few notable initiatives include the CRRD Bangladesh team's efforts in inclusive recruitment, CRRD Mexico's focus on work-life balance, RAI's west Denver office enhancing team communication for workload management, and the headquarters' External Relations team adopting quarterly pauses for a healthier work environment.

These concerted efforts across different IRC departments and regions demonstrate a robust commitment to fostering an inclusive, equitable, and responsive organizational culture that is guided

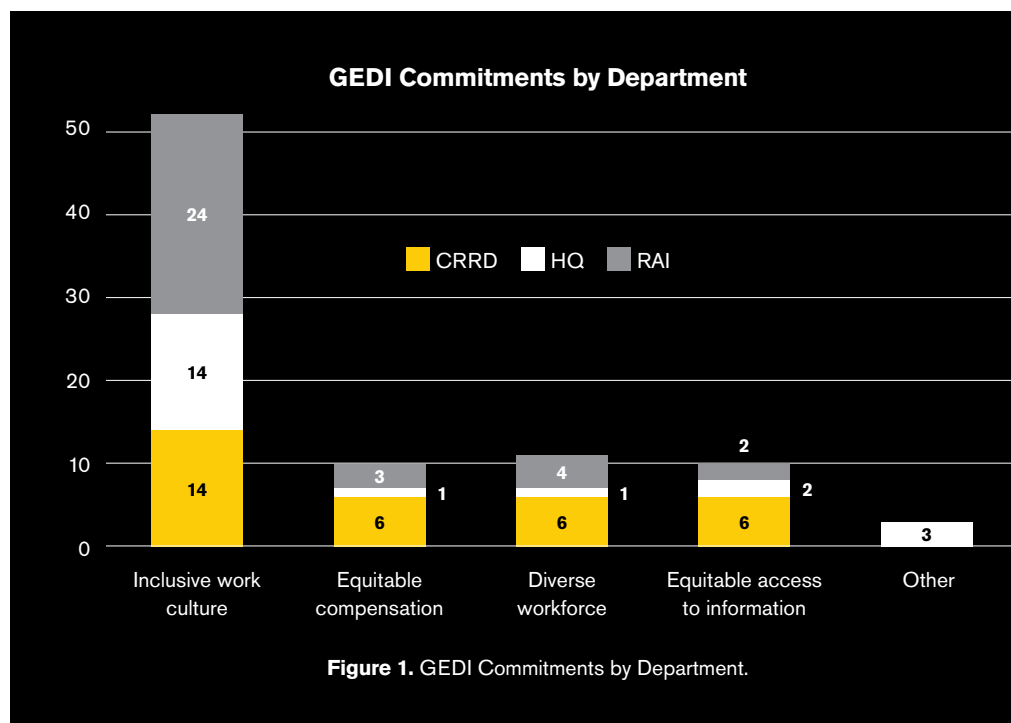


Figure 1. GEDI Commitments by Department.

by the insights and recommendations derived from the IRC People Survey.

GEDI Council: Shaping inclusion and diversity at the IRC

Founded in 2020, the global GEDI Council advises IRC leaders on global GEDI policy and strategy topics, holding them accountable to their commitments while championing the IRC's diversity. The council is comprised of more than 30 delegates from across the IRC—from global employee groups to regional CRRD and RAI representatives. The council delivers on its mission: monthly dialogues with global leadership; in-depth, ad hoc “challenge”

“GEDI is something that, without ownership, may not translate into transformed organizational and work culture,” said Shabnam Baloch, country director, Pakistan. Therefore, all staff look at everything through a GEDI lens—from the Women@Work group's celebration of Men's Day to conducting a GEDI-focused assessment of last year's catastrophic flood impact. The region has truly created a GEDI-informed work culture. And they have accomplished this by supporting innovation. As Shabnam explained, **“You don't have to be perfect, but do it! You learn by doing.”**



Candy, 33, is a trans woman from Venezuela. She is a community leader with Red Somos, an organization IRC partners with to provide services, including gender-based violence prevention and response, for the LGBTQ+ community in Colombia.

sessions or **“Tiger Teams”** on emergent policy questions and biannual town hall exchanges with the Leadership Board.

In FY2023, the Council held nine monthly sessions to provide strategic feedback on several IRC global policy topics, including Safeguarding, Duty of Care, the IRC’s Gaza response and the GEDI Action Plan. The Council also campaigned for greater support of global employee groups, helping shape a new policy to be announced in FY2024.

Meanwhile, the Council’s individual council members led brilliant independent initiatives in all their locations—from the Central Africa **W@W**/GEDI Workshop in Mombasa, Kenya to extensive programming and events for the **global PRIDE** movement in June.

The council has high hopes and great ambitions. In FY24, new Tiger Teams will draw on the council’s diversity to offer policy- and strategy-makers a means for testing and strengthening their ideas. Eight council members representing six countries have been named to advise on the 2025-2027 GEDI Action Plan. We look forward to welcoming several new council members and leveling-up our monthly dialogues, increasing awareness of our work and deepening the council’s impact.

IRC Deutschland: Senior management team expansion project

IRC Deutschland’s (IRC DE) senior management team (SMT) expansion project, initiated in Q3 FY23, aimed to add diversity to the leadership group by adding two staff members with forced migration and/or BIPOC backgrounds on a temporary basis until the body became organically more diverse. Collaborating with

global GEDI, local ERGs, the Works Council and the SMT, the project featured an inclusive hiring process and equitable criteria and a two-round interview process, culminating in the appointment of two staff for a year.

The two selected staff members have now joined the SMT for one year and will receive monthly coaching from a diversity and leadership coach. This innovative approach is a first for IRC, with the desired outcome being to better inform decision-making by ensuring more voices are heard in the process.

Catalysts for Change: Women@Work creating the infrastructure for women to thrive

Across the IRC, Women@Work groups are making strides in supporting female staff and creating pathways for them to excel. In Afghanistan, the Women@Work group took an office that had very little national women staff and created a network where women staff can raise concerns, share ideas and thoughts, and support one another. As a result, this year, many national female staff manage field offices and departments—a huge change in the history of the IRC Afghanistan. In Mali, Women@Work has pioneered childcare solutions, easing the integration of motherhood and career responsibilities. It has launched daycare services for staff’s children and is facilitating ways to ensure that mothers have support and the proper facilities for breastfeeding. These initiatives reflect a transformation in our organizational culture and embody the principles of GEDI by providing the support and infrastructure for women to thrive professionally and personally.

Highlights From Pillar 2: What We Do

Pillar 2 of the GEDI Action Plan focuses on ensuring that our programs maximize power and equal outcomes for diverse populations through effective collaboration with clients, partners and staff. As part of our unwavering dedication to deepening our understanding and practical application of GEDI principles across the organization, the IRC focused on embedding these core values into every layer of the organization. This involves equipping staff with the necessary skills and knowledge to integrate GEDI in both strategic opportunities and everyday program design and implementation practices.

GEDI Analysis: Identifying and addressing long-term structural inequalities

During FY2023, 13 GEDI analyses were conducted in 24 CRRD country programs. Most of these analyses were completed within the year, with a few still ongoing. This year we conducted:

- Five GEDI analyses in West Africa
- A cross-country analysis in East Africa covering four country programs
- Four GEDI analyses in Central Africa
- Three GEDI analyses in Asia
- A regional GEDI analysis in Latin America covering eight country programs

Acquiring GEDI-related data during the project's design and implementation phase is essential to ensure that programs do not cause harm. This data enables teams to identify gaps in diverse clients' access to services and opportunities, as well as threats to their personal safety and well-being. Furthermore, GEDI-related data helps in identifying and addressing long-term structural inequalities. The results of these analyses play a crucial role in shaping the design and implementation of GEDI-sensitive and transformative projects for all outcome areas. Building upon the work of the GEDI analyses, our CRRD work included:

- **61% of proposals** designed in collaboration with one or more local partners
- **88% of proposals** that included targeted actions that address barriers to achieving equal outcomes for identified marginalized groups

IRC RAI New Roots program specialist Abeer Arbab with her father, Omar Arbab Joma'a, in Salt Lake City, UT after a harvest. Abeer helps refugee and new American farmers grow and bring their crops to market, including her father, who participates in the New Roots farming program.

RAI ED-U: A training program for new RAI leaders

The ED-U leadership training program for new RAI leaders, including executive directors, deputy directors, country leads and other key positions, offers a comprehensive educational suite designed to enhance leadership capabilities in managing diverse and complex environments. ED-U is a first-of-its-kind RAI leadership training program focusing on building and enhancing the technical skills that leaders need to have to be successful in their roles. Through a blend of webinars, videos, seminars, self-guided training and select in-person engagements and mentoring, the program aims to equip leaders with the necessary skills to support inclusion, navigate powerful conversations, work effectively with diverse teams and make informed decisions. This initiative fosters a supportive network for sharing experiences, best practices and innovative ideas, ultimately aiming to positively impact the lives of our clients by building knowledgeable and skilled leadership within RAI.



Decolonizing Knowledge: Embracing diversity in IRC's global learning journey

IRC has been actively conducting initiatives such as the Power Up! workshops to deepen the understanding and application of GEDI principles across the organization. The Power Up! workshops, aimed at regionally contextualizing global GEDI priorities, have significantly enhanced staff's skills in applying GEDI concepts in practical settings. **The latest workshop in Malaysia brought together 41 colleagues from diverse regions, including Asia, East, West and Central Africa, Latin America and the Middle East and North Africa (MENA).** The workshop focused on boosting the technical capacity of staff to employ an intersectional approach in integrating GEDI into operations and programs.

Following the workshop, the GEDI Power Up! team held an all-hands learning experience event to share their learnings. Three hundred colleagues from across the IRC convened to exchange ideas on decolonizing knowledge practices, engage in cross-regional co-learning and explore new initiatives. This gathering was instrumental in empowering our teams to embody and uphold our GEDI values and commitments, fostering a culture of inclusivity and shared learning within the IRC.

Re:Build tackles gender inequalities through economic resilience programs

Launched in 2021, the Re:Build program, a collaboration between the IRC and the IKEA Foundation, operates in Kampala and Nairobi to empower 20,000 refugees and host community members to gain economic independence and social cohesion. Re:Build is grounded in a people-centered approach that emphasizes participatory processes and robust feedback mechanisms. One way the team does this is by implementing GEDI approaches across various initiatives through conducting a preparatory GEDI analysis, focusing specifically on including women and girls. By conducting GEDI analyses and applying GEDI principles, the Re:Build initiatives can better address the needs of marginalized and underprivileged individuals, especially those facing systemic discrimination like sexism, ableism and racism.

In July 2023, GEDI and Violence, Prevention and Response Unit teams launched the EA\$E-Y program in Nairobi, which focuses on enhancing women's leadership and tackling gender dynamics. The program, involving 80 participants, has led to significant improvements, **including a 74% increase in joint decision-making in households and greater acknowledgment of women's financial contributions.** These outcomes affirm Re:Build's effective, people-centered approach, with further results expected in May.

Between 2022-2023, the program conducted a three-armed randomized controlled trial (RCT) with 1,570 clients, mainly youth ages 18 to 25, with 60% female participants.



Rahma Nakazzi Nakato, 21, spray paints a welding project in Kampala, Uganda. The IRC and Ikea Foundation's Re:Build program partnered Rahma with the KenKat workshop to facilitate her welding apprenticeship.

This trial showcased the impact of business mentorship and cash grant provisions on promoting economic self-reliance and community integration by enhancing trust and social cohesion. This process allowed the team to gather insights from the participants that will help to adapt the program effectively to meet these requirements.

Embedding client voices in programming

RAI launched the Client Voices initiatives across the IRC's RAI offices as an engagement platform designed to give our clients greater influence over program design and delivery. With a commitment to inclusivity, the initiative sought to actively engage and prioritize the perspectives, needs and feedback of our clients, ensuring their invaluable insights played a central role in shaping the direction and impact of our programs and services.

Through dedicated client voice roles (presently there are four hired roles in Denver, Charlottesville, Richmond and Elizabeth), significant progress has been made in fostering a culture of continuous improvement to make our programs client-centered.

IRC RAI offices in Atlanta and Salt Lake City have also created client advisory councils, which select diverse client groups, identify their needs and get their input into program design and service improvements. The councils utilize standardized surveys and focus-group discussions to illuminate program impact and client satisfaction.

Highlights From Pillar 3: What We Say and How We Engage

Pillar 3 of the GEDI Action Plan focuses on creating inclusive and equitable internal and external communications that reflect the resilience and lived experiences of the people we work with.

Language Services Unit: Enhancing inclusivity through language access

In 2023, the IRC took a significant step toward inclusive communication by establishing the Language Services Unit (LSU). The LSU is our in-house translation service, and it signifies our commitment to breaking language barriers within the organization.

Currently, the LSU offers translations from English into French and Spanish, and it is in the process of adding Arabic. This initiative ensures that all IRC staff, irrespective of their language background, have equal access to organizational content and can effectively engage in all aspects of our work.

The LSU initiated pilot collaborations with departments, including Duty of Care and Safety and Security, as well as the Learning and Development Unit within People & Culture. It is also working with other technical units and field-based focal points.

A major achievement has been the establishment of standardized terminology and the promotion of inclusive language in translations.

In FY24, the LSU is expanding its services, introducing a pilot simultaneous interpretation service and a central RescueNet site to streamline access to services. Future plans include broadening the language scope in response to the diverse linguistic needs identified in the IRC People Survey.

RAI GEDI: Fostering knowledge-sharing

The RAI GEDI team has been instrumental in sharing GEDI insights, establishing inclusive communication practices and managing knowledge across the organization.

Throughout the year, the RAI team promoted knowledge sharing by:

- Establishing an open GEDI community of practice, which saw robust attendance—up to 316 staff members in each session
- Contributing to various information platforms, such as the RAI Gazette, an internal IRC newsletter
- Completing site visits to 24 RAI U.S. offices and 3 RAI Europe program offices to share and gather information



“It has been a pleasure to meet and work with IRC teams committed to making their resources accessible and inclusive for all staff. We have started to see the positive impact of partnering with these teams and their regional counterparts, groups and/or advisors, who are native speakers and have subject matter expertise, and are implementing programs. The LSU team is passionate about providing language services that reflect the reality of staff and their various contexts, adding to GEDI efforts of equal participation for all.”

— **Maria Acosta, chief linguist and lead Spanish translator**

Women Deliver 2023 Conference

The IRC participated in the Women Deliver 2023 Conference in Kigali, Rwanda. This global forum, renowned for advocating for gender equality and the health and rights of girls and women, resonates deeply with the IRC's mission to champion these causes in humanitarian settings.

The IRC team hosted "Power Up! Women Drivers of Organizational Culture Change." This dynamic, 90-minute interactive session spotlighted GEDI and the IRC's Women@Work teams, sharing compelling narratives on driving transformative cultural change within the organization.

The Women Deliver Conference also served as a comprehensive showcase of the IRC's core programming:

- **Education as empowerment.** Recognizing education as a fundamental tool for empowerment, the IRC's education initiatives focus on creating safe, gender-equal learning environments.
- **Global health equity.** The IRC's health programs aim to provide universal access to quality health care, with a special emphasis on sexual and reproductive health. This includes efforts to ensure that women and girls have access to critical services like maternal and newborn care, family planning and treatment for sexually transmitted infections, including HIV.
- **Gender-based violence.** The IRC employs a survivor-centered approach to combating gender-based violence, especially in crisis situations. This involves providing support and advocacy for survivors and engaging with communities to change harmful social norms and strengthen legal protections.

The IRC's participation in Women Deliver 2023 was more than just a representation; it was a reaffirmation of our commitment to fostering gender equality and empowering women and girls globally, particularly in areas affected by crisis and conflict.

"At the IRC, we are committed to equality for staff, clients and partners. We pursue this by taking a feministic approach to delivering humanitarian aid and fostering an inclusive organization culture where diversity is championed and represented at all levels of leadership. During our Women Deliver session on organizational culture change, the IRC shared the lessons learned from our commitment to GEDI, addressing historical inequity and colonialism to center the people that we serve and catalyzing collective action to advance gender equality."
— Cica Dadjo, chief Gender, Equality, Diversity & Inclusion officer

Members of the IRC Ethiopia Women@Work team after running the 2023 Women First 5K run in Ethiopia. The team is a forum for female IRC staff to talk about their experiences, needs, opportunity disparities, and the challenges of juggling personal and professional life.



Reflecting on the journey and looking ahead

As we enter the final year of the IRC's GEDI Action Plan, we know it is crucial to acknowledge our achievements while also identifying future opportunities for improvement and strategic focus.

Progress has been significant, with 78% of milestones on track as of Q4 FY23.

What has worked

- Overall, **GEDI has gained momentum and attention** from leaders and staff across the organization. We see more and more people committed to GEDI goals through leadership development goal progress, the integration of GEDI principles into strategy planning and contextualized initiatives.
- Empowering our team to invest in **locally led and culturally contextualized initiatives** has generated effective and scalable solutions with visible impact (e.g., female mentorship, a gender- and disability-inclusive workplace, regional GEDI talks, talking circles and Client Voices).
- **Setting department-level commitments across the organization** (e.g., salary compa-ratio, parental leave) have led to impact at scale.
- **Embedding program-related commitment into program office Strategic Action Plans** has helped make strides toward more gender sensitive and transformative program (e.g., increase use of GEDI tools to inform program design; enhancement of the % of women clients in our programming, more use of intersectional approach to ensure diverse populations are included, increasing partnership with women led organizations, etc.)
- **Coordinated and targeted support** by GEDI staff, Technical Excellence teams and learning teams has helped in testing and piloting approaches to gender-inclusive and transformative programming on the ground.

However, challenges remain. The leadership diversity goals (LDGs) show great progress in race/ethnicity, nationality, and gender identity, yet diversity at the leadership board level and among HQ and Senior Leader Group leaders from CRRD regions need improvement. In RAI, while we reached our LDGs, we are focused on retention and using an intersectional lens to drive continued progress. And though our GEDI recruitment guidelines have been successful, further efforts are needed to ensure inclusivity in hiring and retention of leaders from diverse backgrounds.

Looking ahead

To continue making progress, we will invest in areas that present opportunities for enhancement across both our people and program objectives. Through an intersectional lens, we will focus on:

- Enhancing **staff engagement and employee belonging** and strengthening collaboration with ERGs
- Continuing to support **LDGs** and ensuring our leaders—particularly those coming from historically underrepresented groups—have the appropriate support systems to thrive
- Strengthening our approach in creating gender-sensitive delivery models and improve the way we measure impact
- Improving **GEDI learning offerings** to meet the unique needs of different staff and functions
- Strengthening leadership accountability **and our delivery mechanism** at the global, regional and country level for impact and scale in a more decentralized way across our three pillars

The journey thus far has been challenging and rewarding—highlighting both our capacity for progress and areas that need attention. As we move into the final year of the GEDI Action Plan, we sharpen our focus on embedding these areas of growth deeply and effectively across all aspects of the IRC's work.

IRC staff members during a regional GEDI training on Inclusive Infrastructure in East Africa



The International Rescue Committee (IRC) helps people affected by humanitarian crises to survive, recover and rebuild their lives. We deliver lasting impact by providing health care, helping children learn and empowering individuals and communities to become self-reliant, always with a focus on the unique needs of women and girls. Founded in 1933 at the call of Albert Einstein, we now work in more than 50 countries, as well as communities throughout Europe and the Americas.

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Cover Photo: IRC psychosocial case worker Mariam Abdi with Halimo Farhan, 22, a mentor at an IRC women's center in Hagadera Refugee Camp, Kenya. Mariam is passionate about the protection and empowerment of women and girls and advises them not to let their circumstances define who they are.

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