



IRC UK GEDI STRATEGY

IRC UK GENDER, EQUALITY, DIVERSITY AND INCLUSION
(GEDI) STRATEGY 2026 – 2028



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Cover: May 7, 2024 - London, England. Majeda Khoury is a chef from Damascus, Syria. She came to the UK in 2017 after fleeing Syria. Since she arrived in London she started a catering business called The Syrian Sunflower, using food as a way of bringing people together and raising awareness about the effects of the war in Syria on its civilian population.

Photo credits

Cover: Andrew Oberstadt for the IRC, Page 5: Clara Collins for the IRC, Page 9: Marco Kessler for the IRC, Page 14: Andrew Oberstadt for the IRC.

OUR COMMITMENT:

Letter from IRC UK's Senior Management Team

Hello everyone,

We are happy to share our Gender, Equality, Diversity and Inclusion Strategy for 2026-2028.

THE SITUATION: WHY THIS MATTERS FOR OUR CLIENTS AND COLLEAGUES

Right now, it's a difficult time for refugees, people seeking asylum and migrants in the UK. The political and media debate has become more hostile, and there are fewer safe routes to protection. People looking for safety deserve dignity, kindness and fairness. When they are supported to settle and belong, they make extraordinary contributions to our communities and society. This knowledge is the foundation of our GEDI strategy, which underscores efforts to dismantle inequalities in our organisation and promotes ways of working which ensure client experience and knowledge is at the centre of what we do. Ultimately, this helps us achieve better outcomes with and for our clients – especially important in troubling times.

It is also a hard time for our colleagues at IRC UK. Some have personal experience of conflict and displacement and are directly affected by the rise in hostile rhetoric towards refugees. As we write, there is more conflict globally than at any other time since the Second World War, and many of us have friends, family and colleagues living in active conflict zones, taking a huge emotional toll. In 2025, hate crimes were at record levels in the UK. In this divisive context, our GEDI strategy aims to ensure that our workplace is somewhere our colleagues feel safe and supported to be themselves, completely, with the agency to make positive change through their work.

OUR GEDI VISION: POWER, VOICE AND AGENCY

We see this GEDI strategy as fundamental to strengthening our organisation, continuing our active work to understand and dismantle systemic inequalities affecting our clients and colleagues, and creating a safe, fair and supportive workplace for everyone. This is essential to who we are as an organisation: we care deeply not only about the results of our work, but also about how we work to collectively deliver these.

Our vision is that our diverse clients, partners and staff have the power, voice and agency to shape our programmes and daily work. Inside our organisation we work actively to end all forms of discrimination and create a welcoming workplace where everyone feels respected, listened to, valued and supported. And, in our programmes, we strive to reduce differences in results caused by systemic inequality.

WHAT'S THE SAME AND WHAT'S NEW: BUILDING ON OUR LAST GEDI STRATEGY

Our 2026-2028 GEDI strategy keeps and builds on our previous focus on connecting our UK clients – refugees and people seeking asylum – to our programmes, advocacy, fundraising and communications; and on making sure IRC UK is a diverse, equitable and inclusive workplace. It is grounded in, aligns with and contributes to the IRC's global GEDI framework.

We understand that the UK, and IRC UK, are part of a geographical, historical, legal and cultural context that affects our clients, staff, partners and supporters in specific ways. This strategy shows where IRC UK can and must take action: where there are ongoing challenges in the UK that we need to address, and where our colleagues have great ideas that we can move forward.

We have also learned lessons from our past GEDI work, and from talking with staff and clients, on how we can improve our approach looking ahead. Our most important learning is that we need to do more to make sure our staff feel the results of GEDI progress in their everyday work at IRC UK.

And, we have learned that to make our GEDI work easier to understand and more effective, we should focus on fewer actions more likely to make an impact. So, we are giving priority to actions that can grow and be sustained in the fabric of IRC UK: our culture, systems and processes.

OUR RESPONSIBILITY

As the Senior Management Team, we will often reflect on our GEDI commitments and keep ourselves accountable to you – our colleagues, clients and partners – by:

- Regularly talking about GEDI at our leadership meetings to keep ourselves on track
- Sharing regular progress updates at all staff meetings and in a written progress summary each year
- Making and holding space in meetings with the teams we lead to move our shared GEDI goals forward
- Reporting on the GEDI actions against our names as part of our regular People and Culture Board Committee meetings

We know we have a lot more to do to achieve our GEDI ambition. We also know we are likely to make mistakes along the way. By writing this, we are acknowledging that – and committing to being open about this so we can learn from them and build shared trust with our colleagues and clients as we go.

Thank you for reading. We invite you all to work and reflect actively with us as we deliver this important strategy.

Yours,

IRC UK Executive Director and Senior Management Team

Flora Alexander,
Executive Director

Genevieve Caston,
Director – Resettlement, Asylum,
and Integration UK

Denisa Delić,
Director – UK Advocacy

Esther Hodges,
Director – Strategy and Delivery

Lina Kiamou,
Acting Director – UK People
and Culture

Amy Langridge,
Director – UK Communications

Kelly Oakes,
Director – UK Mass Markets

Lawrence White,
UK Financial Controller

Matthew Wingate,
Senior Director –
Business Development



1. WHAT WE'VE DONE SO FAR: IRC UK'S GEDI GROUNDING AND WORK TO DATE

The efforts of teams across IRC UK have laid a strong foundation for the next phase of our GEDI work. We've gained valuable learnings from the first phase of the GEDI strategy – both its successes and challenges.

Above: 30 May 2024 - Uxbridge, London, UK. Maryam left Afghanistan to continue her education and pursue her dream of becoming an architect. After six months of studying in Kazakhstan, she was awarded the Chevening scholarship to study International Planning and Sustainable Development at the University of Westminster. Since graduating she's been working part-time as an Urban Planner.

A. OUR GEDI STRATEGIES AND ACTION PLANS TO DATE

In 2020, IRC UK launched a Diversity & Inclusion (D&I) action plan. This plan followed from the recognition that IRC UK had not expressed a commitment to anti-racism determinedly enough and had not matched this commitment with wide-ranging action that dismantled privilege.

We followed this up in 2022 with our [Phase 1 GEDI Strategy and Action Plan, 2022-2024](#). Accompanied by an action plan, this set out to make IRC UK a more diverse, equitable and inclusive place to work. It kept a necessary focus on race and ethnicity whilst strengthening commitments to people with disabilities, to LGBTQ+ staff and clients, and to people with lived experience of conflict and displacement.

Alongside this, the IRC UK Board of Trustees committed to action plans in [2021](#) and [2023-2024](#), recognising its role in supporting IRC UK to become a more diverse and inclusive organisation. Now, the Board has an updated Board GEDI Action Plan (2026-2028) to match IRC UK's leadership commitment.

B. WHAT STAFF AND CLIENTS SAY: LEARNINGS FROM OUR PAST GEDI WORK

Speaking with and learning from staff on the gaps and strengths of IRC UK's GEDI progress has been really important in shaping this new strategy. To develop its contents, we heard insights and feedback from staff across the organisation, including from our staff groups (the Global Majority Network, Pride Europe Group and Wellbeing Collective).

The key themes that emerged were:

- **A clear GEDI commitment is valued and more needed than ever:** There's been clear commitment to and progress on GEDI at IRC UK. Our Phase 1 plans were rightfully ambitious, and IRC UK should continue to lead by example. We have an urgent imperative to do so given the context marginalised and minoritised groups face in the UK.
- **Communication could be improved to foster greater engagement:** Communication is key – from leadership especially – both on the importance of GEDI and the specific work and initiatives that are ongoing so more staff can be involved.
- **GEDI progress needs to be brought to life in workplace experience:** While good foundational or 'behind the scenes' progress was made in Phase 1 on things like policies, procedures and data collection, now we need more focus on making sure every staff member feels the effects of our GEDI work in their day-to-day experience. A large part of this comes down to fostering a truly inclusive culture.
- **Fewer, more impactful actions:** Phase 1 had a large volume of technical actions. Focusing on a smaller number of actions in our 2026-2028 strategy would help staff be involved in meaningful ways.
- **Action requires resourcing:** A learning from Phase 1 is that the financial resources we invest in this work are often committed with a short-term time horizon and subject to change. We need to prioritise resources for the most scalable and meaningful actions from the start.

Working directly with our clients in the UK on programming and advocacy is at the centre of our GEDI goals. In line with the principal of 'nothing about us without us', IRC UK's Community Advisory Board (CAB) of UK clients were consulted on the 2026-2028 GEDI ambitions and actions specific to them, particularly on their role and influence in shaping our UK programmes. As a result, core areas of this GEDI strategy – especially the 'What We Do' pillar – have been shaped by the CAB's ideas on how IRC UK can build on our client led and co-designed programming.

C. OUR PROBLEM STATEMENT: SHAPING OUR FUTURE GEDI WORK

In 2026-2028, our approach is summarised as follows: we will prioritise addressing the persistent challenges that stop us from reaching our GEDI vision, and continue to grow and build on momentum in areas where we are making good progress.

This table sets out the detail behind this.

Focus area ¹	Grow and build momentum	Address challenges
Who we are		
1) The IRC strengthens its compensation and benefits programme to promote equitable compensation across the workforce.	We will continue our good practice in being transparent on our gender and ethnicity pay gaps through annual reporting, and build on this with disability pay gap reporting.	We will improve our (intersectional) analysis and action planning, including improving staff declaration rates so we can draw on better data to help us understand and reduce our pay gaps.
2) The IRC builds and maintains a high-performing, diverse and inclusive workforce and leadership representative of the communities we serve.	We will further strengthen our current workforce diversity, including by making sure we have good representation of the communities and clients we serve. We will enable our colleagues to do their best work by continuing support for those with specific needs.	We will strengthen our SMT and Board diversity to better reflect the communities we serve, and retain our talent by improving transparency around progression within IRC UK.
3) IRC fosters an inclusive organisational culture by strengthening leadership, policies and practices that reflect our values and promote safety, belonging and authenticity for all staff.	IRC UK has a great culture of kindness and inclusivity. We will bottle that, ensuring colleagues are supported to embed their own GEDI objectives, our staff-led groups are supported appropriately, and our safeguarding culture is strengthened through leadership practice.	We will create more opportunities for GEDI learning in IRC UK by improving our GEDI training offer and uptake, and draw more on internal assessment and external expertise to monitor and course-correct GEDI progress.
What we do		
4) Clients have more meaningful access to services and benefit from programmes that drive systematic change and address root causes of exclusion.	Our GEDI strategy and action plan captures the brilliant work UK Resettlement, Asylum and Integration (RAI) colleagues and the Community Advisory Board are already doing to advance meaningful access to and impact of our services.	We will develop clear guidelines on determining if and where clients with protected characteristics are underserved so we can take concrete action to address inequity in our programming (for example, embed the Fair Framework to better serve those with disabilities).
5) Clients shape and influence the programmes that serve them and experience services that are safe, dignified and affirming.	We will build on existing progress to shift power to our clients by facilitating more client-led programme development.	We will foster more co-learning between our staff, clients and partners, to ensure lived experience shapes our work across UK RAI and more broadly.
What we say / How we engage		
6) IRC's internal and external communications advance our efforts and reflect our values by authentically portraying the resilience and lived experience of the people we serve.	We will keep consistently applying and meeting ethical storytelling standards in our external communications, and build on this by spotlighting the diverse perspectives of our clients in line with sector best practice.	We will improve authentic, transparent and meaningful communication between IRC UK staff and leadership through better and more creative internal communications.
7) IRC strengthens its advocacy, partnerships and influencing to better centre the voices and experiences of clients, staff and partners.	Client voice and experience is critical to our influencing. We will co-design more client-centred advocacy and involve clients more meaningfully in our external activities.	Our different fundraising teams will more clearly adopt and embed a GEDI-lens through their work.

¹ All focus areas are aligned with the content and structure of IRC's global GEDI framework.

2. WHAT WE'LL DO NEXT: OUR GEDI STRATEGY AND ACTION PLAN (2026-2028)

A. OUR VISION

Delivering on the commitments in this IRC UK GEDI Strategy will ensure we achieve our GEDI vision. In taking forward this work, we will adopt an intersectional lens across decision-making, recruitment, programmes, communications, advocacy and fundraising. This means we will consider at each step how the different aspects of our colleagues' and clients' identity overlap to create unique experiences; and take appropriate action to lessen any resulting discrimination.

Our UK GEDI vision, objectives and focus areas align with the content and structure of the IRC's global GEDI framework.

Our GEDI vision: At the IRC, our diverse clients, partners, and staff have the power, voice, and agency to shape programmes and operations. Within the IRC, we actively work to end all forms of systemic discrimination and foster an inclusive working environment where everyone feels respected, heard, valued, and supported. Our programmes seek to reduce disparities in outcomes which are driven by systemic inequality.

B. OUR OBJECTIVES, ACTIONS, SUCCESS MEASURES AND ACCOUNTABILITIES

Our GEDI work will be delivered against three strategic objectives: 'Who we are'; 'What we do'; and 'What we say/How we engage'.

Who We Are: We build a workplace that reflects the communities we serve and where every colleague feels safe, respected and included.

UK focus area 1: The IRC strengthens its compensation and benefits programme to promote equitable compensation across the workforce.

Actions:

- 1.1 Improve declaration rates *Success Measure: achieve and maintain 90% declaration rate by FY28*
- 1.2 Conduct meaningful pay gap analysis *SM: annual pay gap reporting and action planning*
- 1.3 Undertake action to address pay gaps *SM: pay gaps reduced to 0% by FY28*

IRC UK staff engagement: Staff are encouraged to self-declare personal data on our HR system to enable meaningful pay gap analysis. Where they feel uncomfortable doing so, they are encouraged to contribute feedback as to why (via the means management will provide), to help us understand and address barriers to declaration.

UK focus area 2: The IRC builds and maintains a high-performing, diverse and inclusive workforce and leadership representative of the communities we serve.

Actions:

- 2.1 Improve Senior Management Team diversity *SM: SMT hiring practices enhanced to improve diversity in line with good practice; annual reporting SMT diversity*
- 2.2 Strengthen and maintain Board diversity *SM: annual reporting Board diversity; inclusive recruitment*

- 2.3 Embed meaningful participation of clients in leadership meetings and (over time) decision-making
SM: annual SMT and Board meetings with CAB, with management response on feedback shared
- 2.4 Support equitable recruitment and onboarding in line with UK standards *SM: specific actions on advertising, recruitment and onboarding completed and good practices maintained by FY28*
- 2.5 Enhance transparency of progression and performance *SM: improved staff survey scores*
- 2.6 Monitor and analyse retention rates *SM: exit survey issued to all leavers; richer, thematic analysis completed and actionable insights shared with SMT*
- 2.7 Provide consistent and equitable access to accommodations and support: *SM: improved staff survey scores on relevant topics*

IRC UK staff engagement: Staff are encouraged to provide feedback on the recruitment, onboarding and induction process with the People & Culture team and their managers to ensure it is inclusive and equitable; to complete staff surveys with feedback on GEDI issues so improvements can be made; and to participate in exit interviews and complete the leavers' survey when leaving IRC UK so leadership can identify and work to address any contributory culture issues.



19 December 2022. IRC UK programme staff, Wali and Omar, sign in clients for the IRC's Family Fun Day event at the Museum of London on 19th December 2022 to celebrate IRC's clients and their families.
© Betty Zapata / IRC

UK focus area 3: IRC fosters an inclusive organisational culture by strengthening leadership, policies and practices that reflect our values and promote safety, belonging and authenticity for all staff.

Actions:

- 3.1 Embed GEDI objectives (all UK-based staff) *SM: all staff have and progress GEDI goals (FY27 and FY28)*
- 3.2 Ensure management in line with UK workplace requirements *SM: improved staff survey scores*
- 3.3 Strengthen safeguarding culture through leadership practice *SM: improved staff survey scores; 100% SMT participation in annual reflective sessions*
- 3.4 Internal assessment – GEDI strategy monitoring and consultation *SM: annual progress update*
- 3.5 External assessment – draw on external expertise and guidance *SM: annual external benchmarking and priority actions identified and progressed*
- 3.6 Provide meaningful support to staff groups (Pride Europe; Global Majority Network; Wellbeing Collective) *SM: groups report feeling well supported and appropriately engaged by leadership*
- 3.7 Improve UK GEDI training offer/delivery *SM: regular training opportunities with positive feedback*
- 3.8 Global training delivery and uptake *SM: baseline global training uptake improved*

IRC UK staff engagement: Staff will be encouraged to develop and deliver against a GEDI objective within their personal goals; they are encouraged to engage with periodic staff surveys to feedback on how they feel GEDI work is progressing (including challenges); they will complete global GEDI training as required and are encouraged to participate in UK training where the opportunity arises.

What We Do: We design programmes that give clients meaningful access to services, drive systemic change by addressing root causes of exclusion, and ensure clients shape and influence safe, dignified and affirming experiences.

UK focus area 4: Clients have more meaningful access to services and benefit from programmes that drive systematic change and address root causes of exclusion.

Actions:

- 4.1 Ensure meaningful client access to UK RAI programming (targets, data collection and diagnostics) *SM: programme targets set, reviewed quarterly and achieved consistently by FY28*
- 4.2 Ensure greater impact (addressing exclusion by determining if and why some client groups achieve fewer outcomes than others and take concrete action to address the causes of this) *SM: findings from analysis of possible exclusions acted upon; insights and lessons shared internally, annually*

IRC UK staff engagement: All staff engaged in our UK programming will endeavour to understand barriers which may prevent certain clients from accessing programming; and take concrete action within their work areas to ensure programme access and impact is equitable.

UK focus area 5: Clients shape and influence the programmes that serve them and experience services that are safe, dignified and affirming.

Actions:

- 5.1 Facilitate client-led programme development *SM: CAB report effective consultation/ownership; successful Pilot Innovation Fund delivered for client-led community projects*
- 5.2 Foster client/staff/partner co-learning through strategic events *SM: 2x events by FY28*

IRC UK staff engagement: All staff engaged in our UK programming – and relevant work areas including fundraising – will work cross-functionally to support the development of client-led programming. All staff are encouraged to engage in client/staff co-learning opportunities.

What We Say / How We Engage: We ensure that staff have equal access to information and that our storytelling and engagement centre the voices of clients and partners.

UK focus area 6: IRC UK's internal and external communications advance our efforts and reflect our values by authentically portraying the resilience and lived experience of the people we serve.

Actions:

- 6.1 Deliver authentic, transparent and engaging internal communications *SM: improved staff survey scores*
- 6.2 Foster internal engagement and learning on GEDI *SM: improved staff survey scores*
- 6.3 Consistently meet ethical storytelling standards *SM: UK staff aware of and applying standards*
- 6.4 Respond to and advance sector good practice *SM: IRC UK external comms ethical and authentic*

IRC UK staff engagement: Staff are encouraged to participate in protecting and growing an open, accountable, curious culture of learning and engagement on GEDI by participating in all-staff GEDI learning opportunities, and sharing GEDI ideas and insights with colleagues. All staff engaging with our external communications are encouraged to familiarise themselves with – and apply – the ethical storytelling guidelines in their comms.

UK focus area 7: IRC strengthens its advocacy, partnerships and influencing to better centre the voices and experiences of clients, staff and partners.

Actions:

- 7.1 Co-design client-centred advocacy *SM: CAB engaged regularly (at least x3 per year)*
- 7.2 Ensure GEDI lens in public fundraising (governments) *SM: year-on-year increase in public funding allocated to local partners; active engagement of local partners in proposal design and development*
- 7.3 Ensure GEDI lens in mass markets fundraising (UK public) *SM: clients report feeling well-represented in mass markets fundraising materials; GEDI standing agenda item at partner agency quarterly meetings*
- 7.4 Ensure GEDI lens in philanthropic fundraising *SM: tbd*

IRC UK staff engagement: Our policy and advocacy teams will work with clients to co-design and deliver client-centred advocacy; and our fundraising and marketing teams will apply a GEDI lens across the cycles of their work (from needs and stakeholder analysis and target setting through to advancing our local partnerships agenda and inclusive procurement processes).

C. ACCOMPANYING DOCUMENTS

We know that to drive meaningful change, action needs to be specific and accountable. Above, we have set out targeted actions that we want to achieve by the end of FY28 under our three core objectives and seven UK focus areas. The detailed actions – including phasing, ownership and success measures – are set out in the **2026-2028 IRC UK GEDI Action Plan** which is published on IRC UK's internal system and available to staff at all times.

IRC UK's Board of Trustees has updated its **Board GEDI Action Plan** for 2026-2028 with commitments both for the Board to advance its own GEDI goals, and to support and hold IRC UK to account for the progress of its GEDI strategy and action plan.

3. HOW WE DEVELOPED THIS STRATEGY, AND HOW WE'LL MONITOR PROGRESS

A. HOW WE DEVELOPED THIS STRATEGY AND ACTION PLAN

Discovery – review of data, learnings and progress to date

Our work started with bringing together and analysing existing internal feedback, plans, surveys, data, and progress in IRC UK. We reviewed the progress made during the first phase of our GEDI work (2022-2024), during which quarterly updates and feedback opportunities were scheduled with all UK staff, and bi-annual small group sessions with staff groups were held with the UK Executive Director. The purpose of this was to provide transparent accountability on progress and challenges, as well as gather ideas on improvements needed.

We also benchmarked our GEDI work against external assessments of IRC UK (including the Talent Inclusion and Diversity Evaluation (TIDE) with the support of Onvero, an inclusive employer expert), and publicly available sector reports and strategies from sister organisations.

Development – staff consultation to inform the strategic approach

Staff input helped form our 2026-2028 strategic ambition and approach. During an all staff away day in September 2025, we gathered staff feedback and lessons learned from the Phase 1 GEDI Strategy and Action Plan and used this, as well as further consultation with staff groups – Pride Europe, the Global Majority Network and the Wellbeing Collective – over December 2025 to develop our strategic approach.

Action planning – developing actions to deliver the strategic ambition

Our Senior Management Team then developed the action plan over January and February 2026, with dedicated 1-2-1 meetings to refine accountabilities, actions, timeframes and success measures and an SMT deep-dive meeting to surface opportunities and possible challenges to taking these actions forward over the strategy period.

Then, the advance draft strategy and action plan were refined over further staff, client and Board feedback during February, March and April 2026 including: an all staff meeting; consultation with the Community Advisory Board; three all staff drop in sessions and opportunities for staff to provide detailed feedback on advance drafts, including through an anonymised survey; Board GEDI Co-Champion review and input; and Board People and Culture Committee review.

B. HOW WE'LL RESOURCE, MONITOR AND ENGAGE STAFF ON OUR PROGRESS

Resourcing

IRC UK budgets are set annually, dependent on the IRC's global financial position, and subject to change. As such, this strategy and action plan has been developed to prioritise impactful work we can take forward even if our GEDI budget is not as anticipated. Key stakeholders with the knowledge and skills to drive this work forward – for example, accountable members of the UK Senior Management Team – have GEDI objectives which mean portions of their time is dedicated to this work.

Governance and monitoring

While many UK-based staff will be involved in the delivery of these actions, the UK Senior Management Team and Executive Director take ultimate responsibility for their success. Progress made and challenges faced will be discussed

at regular SMT meetings and reported on bi-annually to the Board People & Culture Committee. Regular updates will be shared at all staff meetings and meetings with staff-led groups – where discussion on learnings and challenges will be encouraged – and a written annual progress update will be shared to staff. Progress against GEDI goals will also be monitored through existing People & Culture performance metrics, such as declaration rates, workforce composition and pay gaps.

Staff communication and engagement

The following table shows how we will keep track of the progress we're making, surface challenges or barriers, and celebrate successes and progress along the way.

Forum	Purpose	Regularity
Internal engagement, communications and monitoring		
Senior Management Team GEDI deep dive	SMT deep-dive into GEDI progress, challenges, risks and opportunities	Quarterly
All-staff ED email and all-staff meeting updates	Updates on GEDI incorporated into existing all-staff comms and meetings to ensure staff are kept up to date and are encouraged to engage on GEDI matters	Quarterly
Staff group update and feedback meeting	Meetings between our staff groups and IRC UK Executive Director (and accountable SMT members) in which GEDI progress, challenges, risks and opportunities will be shared, with the opportunity for staff group input and feedback	Bi-annual
IRC UK update to Board People & Culture committee and GEDI Co-Champions	To update the Committee on progress being made and challenges faced; and seek Committee and Board GEDI Co-Champions' input, challenge and guidance	Bi-annual
Staff surveys	To check staff perceptions on GEDI progress through an anonymised format, enabling honest and open feedback	At least annual
Community Advisory Board meeting	To share updates on GEDI progress, challenges, risks and opportunities and ensure CAB/SMT engagement on shared actions	Annual
IRC UK Senior Management Team share written progress update	Share update/overview of progress against the IRC UK GEDI strategy and action plan for the year	Annual
IRC UK Board Chair all-staff email	Share updates on the Board's GEDI Action Plan	Annual
Senior Management Team update and lessons sharing to IRC Global	To share lessons learned, progress made and challenges faced with IRC Global to foster organisational GEDI progress	Annual
External assessment		
Onvero TIDE diversity assessment	Complete annual self-assessment to Onvero's Talent Inclusion and Diversity Evaluation external benchmarking tool to evaluate our performance on diversity and inclusion	Annual
Disability Confident employer scheme assessment	Complete annual assessment and advance recommendations for how we can better recruit, retain and develop people with disabilities	Annual



May 9, 2024 - Kent, England. Margarita Bondarenko at her home with her daughter Misha in Kent, England. Margarita is a refugee from Kiev, Ukraine and now working as a certified interpreter, helping many other Ukrainian refugees navigate resettlement in the UK.

GLOSSARY OF KEY TERMS

Anti-racism – the active process of identifying and eliminating racism by changing our systems, organisational structures, policies, practices, attitudes and personal accountability.

Clients – the people we serve, including refugees, asylum seekers, and people affected by conflict and crisis.

Client voice – our term for when our clients shape our strategy, communications, programmes, advocacy and fundraising through their experience, knowledge and skills.

Discrimination – the unequal treatment of members of various groups, based on conscious or unconscious prejudice, which favours one group over others based on differences in specific aspects of their identity.

Equality – the state of being equal in terms of status, rights and opportunities, and to be valued equally. When we refer to equality, we use the substantive equality interpretation which means we strive towards equal outcomes for all clients and colleagues by promoting equitable access to opportunities and services.

Equity – the process of addressing existing inequalities and power imbalances, addressing effects of past discrimination and removing barriers to equal outcomes for all.

GEDI – Gender, Equality, Diversity and Inclusion.

Intersectional – a concept for understanding the way multiple forms of discrimination affect groups of people or individuals based on their unique personal characteristics (e.g., a young disabled woman may experience the workplace very differently to an older man with lived experience of conflict).

Lived experience – IRC UK short-hand for 'lived experience of conflict and displacement'.

Marginalised – people who face systemic disadvantages, exclusion, and barriers to opportunities, resources and power based on specific aspects of their identity.

End note: *While IRC UK is part of the broader IRC global network, it is an independent registered charity in England and Wales (charity number 1065972) and a non profit organisation limited by guarantee. As such, IRC UK operates within the UK legal and regulatory framework, including the Charities Act and the Equality Act 2010, and this GEDI strategy supports delivery of our specific obligations and accountabilities under UK law.*



Rescue.org/UK

+44 (0) 20 3983 2727

100 Wood Street
London EC2V 7AN
United Kingdom