Diversity & Inclusion at IRC-UK

IRC-UK's Commitment to Diversity & Inclusion

The killing of George Floyd, Breonna Taylor and many others in the US, the police brutality experienced by Black people on a daily basis in the US, and protests as part of the Black Lives Matters movement around the world, have highlighted systemic and structural racism in societies - including in the UK. These events have served as a reminder that there is still a long way to go to tackle racism, xenophobia and discrimination, including in our workplace and wider sector. These events also have motivated and galvanised important discussions about diversity, equity and inclusion within the IRC.

In February 2020, the UK Management Team (UK MT) committed to delivering a Diversity & Inclusion (D&I) plan for IRC-UK for FY21. This priority was established based on employee engagement survey feedback, where staff highlighted the importance of learning about unconscious bias, and from discussions with IRC-UK staff who raised the lack of diversity in the organisation. This wasn't a new agenda for IRC-UK. For example we had previously run successful unconscious bias trainings from an external expert in 2018 and 2019, with a focus on gender and race. But historically the approach had been piecemeal.

We acknowledge that ensuring a diverse and inclusive workforce and workplace has not been prioritised by IRC-UK in the past. To date, for example, there has been no D&I plan or systematic collection and analysis of full D&I data (beyond gender and age, and race and ethnicity as of this year) for IRC-UK. We recognise that to progress this long overdue work will require IRC-UK's leadership to commit time, money and resources. We also acknowledge the importance of the 'tone from the top' and we are committed to changing this, starting with an explicit commitment to anti-racism. As highlighted by colleagues from the Violence Prevention & Response Unit in this letter: **we recognise that it has taken too long and acknowledge the shortfall in focusing on diversity and inclusion.**

This includes the recognition of: structural discrimination, barriers to entry/accessing opportunities, and cognitive bias caused by and resulting in the overrepresentation of certain groups, which likely results (though we don't have full data) in a lack of proportional representation at all levels of people who are BAME, LGBTQ+, people with disabilities, among a largely London-based workforce.[1] This plan begins to address these issues.

The UK Management Team is committed to challenging the status quo and responding with meaningful and tangible actions to make improvements. We are clear that we do not speak for everyone in IRC, and that racism, discrimination, diversity and inclusion will have different manifestations in different countries, contexts and locations. We also acknowledge our part in the wider IRC global network, and we are committed to contributing to the work of the interim Diversity, Equality and Inclusion (DEI) Team, including pushing for bold and specific anti-racism language and actions; supporting the development and implementation of IRC's global DEI strategy; and engaging in the DEI workstreams being pursued within global functional teams. We will continue to engage and listen to staff. We know that change will take time. Nonetheless, we are determined to do everything in our power to make the changes that we need to see in IRC-UK, and we ask our staff to work with us and to hold us to account for doing so.

IRC-UK Management Team
October 2020

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[1] GLA - Equality, diversity and inclusion evidence base for London, July 2019

IRC-UK Diversity & Inclusion Plan (FY21)

1. Introduction

This plan sets out a number of actions that IRC-UK will take in FY21 to **build the diversity and inclusivity of our organisation.** We recognise that this plan does not provide all the answers to the important challenges and opportunities raised by our staff; this plan alone will not deliver the strategic and cultural change that is required within our organisation. There is a much bigger strategy development and planning process that the global organisation is undertaking on diversity, equity and inclusion (DEI) and IRC-UK will be an active voice and contributor to that work. We will also consult further with external experts across different diversity characteristics to build a longer-term strategy for IRC-UK.

Nonetheless, this plan includes a number of important steps that can and will be delivered, ensuring that momentum does not slip while longer-term strategies are being developed.

The IRC-UK Diversity & Inclusion (D&I) plan covers 10 characteristics. The nine protected characteristics based on the Equality Act 2010: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, and sexual orientation[2]. In addition, refugee /asylum status in recognition of the organisation's work to support people who are fleeing conflict and disaster, including the climate crisis.

Led by IRC-UK's Executive Director (Laura Kyrke Smith), the UK Management Team identified a representative (Khusbu Patel) who was responsible for developing the D&I plan. Between April and July 2020, seven meetings were held with representatives from staff-led groups/networks (BAME Network, IRC Europe Pride, Unite the Union), UK HR, UK MT, staff with technical experience/having worked for disability-led organisations, and our Europe focal point for Gender Equality. The purpose of the discussions was to hear thoughts and ideas on how the plan could be developed, and better understand how the D&I plan could link with work already underway by staff-led groups/networks, including respecting the remit and independence of staff-led groups/networks. At the end of July 2020, 10 UK staff members joined a discussion to provide feedback on the ideas collated and identify the level of priority/importance. In addition, the UK MT representative has led and taken part in a number of staff listening sessions and discussions with IRC senior leadership.

In August 2020 our HR colleagues put IRC-UK through the TIDE (Talent Inclusion and Diversity Evaluation) Assessment, run by the Employers' Network for Equality and Inclusion, of which IRC-UK is now a member. The recommendations from staff groups were cross-referenced against the priority recommendations from the TIDE assessment to ensure that the plan is in line with best practice in the UK. In October 2020 we are also beginning consultations on a longer-term, comprehensive strategy with an external diversity and inclusion consultant, Tinu Cornish. If necessary, this plan may be amended during FY21 to ensure that everything in here remains the right course of action as our strategy evolves.

The Executive Director for IRC-UK is ultimately accountable for the delivery of the D&I plan. The UK Board will also be involved in its delivery. Tracking progress against the delivery of the D&I plan is the responsibility of the UK MT. Progress against the plan will be reviewed monthly by the UK MT and regularly communicated with UK staff through All Staff meetings and email updates. To ensure accountability to staff, the UK MT representative will also convene a meeting every 3 months with representatives from staff-led groups/networks, UK HR, staff with technical experience/focal points and other interested staff. The UK MT representative will be responsible for organising this meeting, taking forward actions agreed
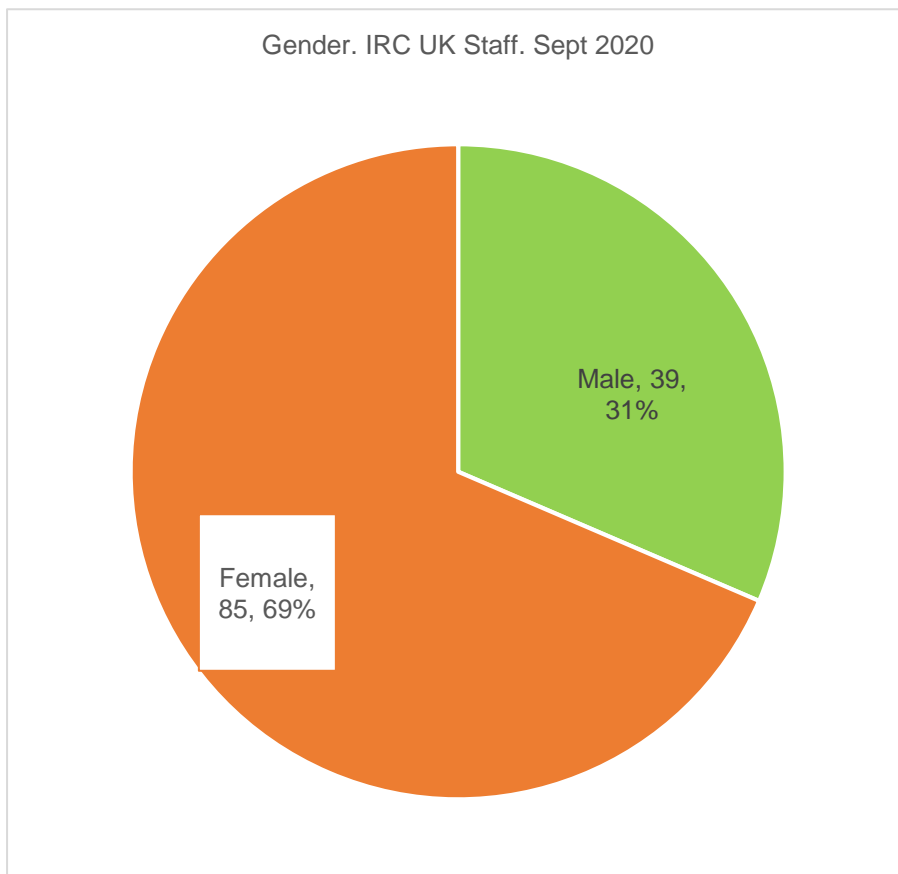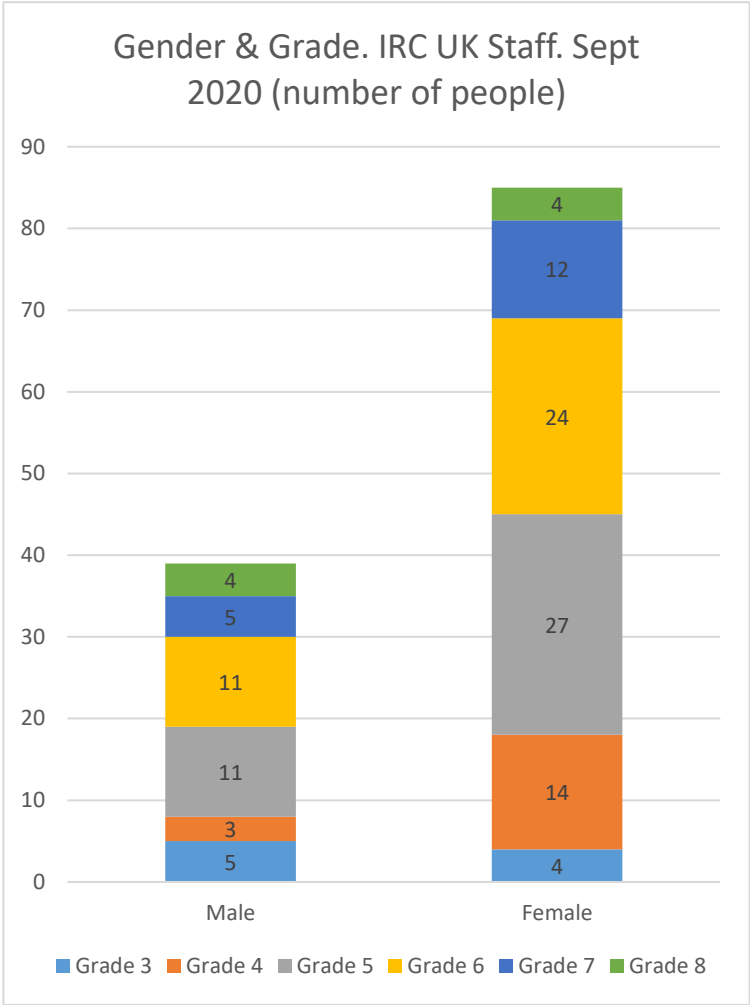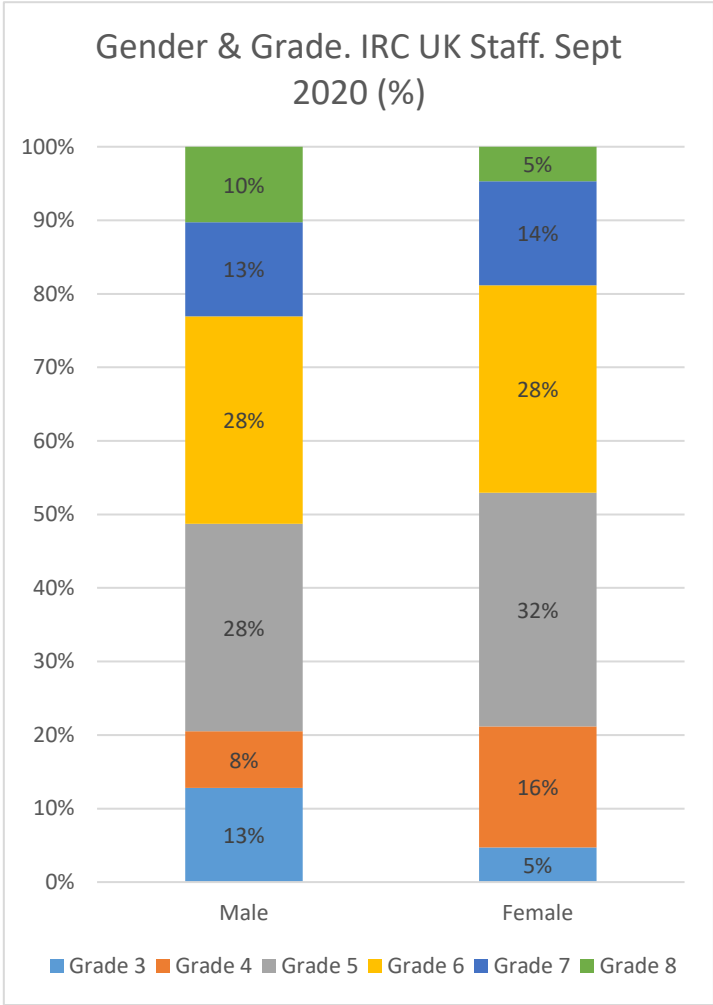
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[2] Equality Act 2010

by the forum, and liaising with the rest of the UK MT to share feedback from the forum.

2. What does our UK workforce, leadership and Board look like right now?

There are a total of 125 IRC-UK staff members as of 30th September 2020. This includes employees on both permanent and fixed term contracts, but does not include agency temps or consultants. IRC-UK collects some D&I data for staff and initiated voluntary data collection on race/ethnicity in April 2020, but does not request staff to provide data across all D&I characteristics. As a result, IRC-UK can currently only report meaningfully on gender, grade and gender pay for existing staff. UK HR also collects data on protected characteristics as part of the recruitment process (via Cornerstone), however for confidentiality reasons this data is not currently shared outside of the HR team.

IRC-UK staff by gender & grade (Source: Workday data at 30th September 2020)

Gender. IRC UK Staff. Sept 2020

Male, 39, 31%

Female, 85, 69%

Gender & Grade. IRC UK Staff. Sept 2020 (%)

	Male	Female
Grade 8	10%	5%
Grade 7	13%	14%
Grade 6	28%	28%
Grade 5	28%	32%
Grade 4	8%	16%
Grade 3	13%	5%

Legend: ■ Grade 3 ■ Grade 4 ■ Grade 5 ■ Grade 6 ■ Grade 7 ■ Grade 8

Gender & Grade. IRC UK Staff. Sept 2020 (number of people)

	Male	Female
Grade 8	4	4
Grade 7	5	12
Grade 6	11	24
Grade 5	11	27
Grade 4	3	14
Grade 3	5	4

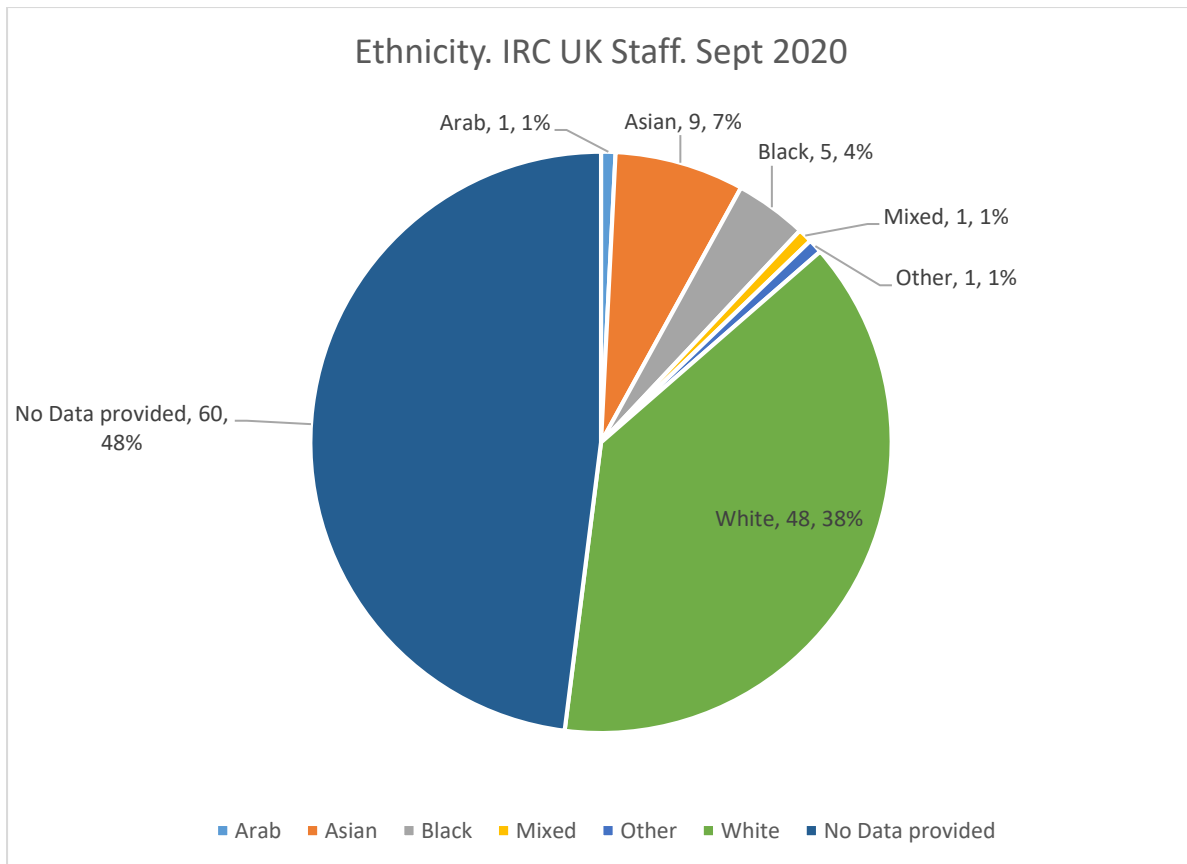Legend: ■ Grade 3 ■ Grade 4 ■ Grade 5 ■ Grade 6 ■ Grade 7 ■ Grade 8

Race/ ethnicity

IRC-UK started voluntary staff data collection on race/ ethnicity in April 2020. As of September 2020, 52% of IRC-UK staff have provided this information on Workday and we continue to encourage staff to do so. Baroness McGregor-Smith's review of 'Race at Work' in 2017[3] highlighted gathering data as one of the key recommendations for employers in order to establish a baseline and measure progress, particularly the importance of employers collecting and publishing ethnicity pay gap reporting, as is currently done in IRC-UK for gender pay.

[3]https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/594336/race-in-workplace-mcgregor-smith-review.pdf

Ethnicity. IRC UK Staff. Sept 2020

Arab, 1, 1% Asian, 9, 7% Black, 5, 4% Mixed, 1, 1% Other, 1, 1% No Data provided, 60, 48% White, 48, 38%

Legend: Arab Asian Black Mixed Other White No Data provided

Age and disability status

Data on age and disability status is currently collected by UK HR but is not regularly reported on. Age is needed for payroll purposes and disability information is needed so as an employer, IRC-UK can make reasonable adjustments to support a person with disabilities in their work. It is important to acknowledge that there are different ways to collect information about disabilities, which need to be explored.

Sexual orientation, religion/belief, gender reassignment, marriage/civil partnership, and refugee/asylum status

IRC-UK currently does not request staff to provide information on these characteristics. Information on marital status and religion can be captured in Workday, however staff are not asked to provide this data and it remains voluntary. Sexual orientation is currently not captured in Workday or elsewhere.

Volunteers, work experience and work placements

IRC-UK has had 1 volunteer, 1 work experience and 2 work placements in the last two years.

Visa sponsorships

Two staff members are currently sponsored by IRC-UK. IRC-UK has 5 sponsorship licences. This is renewed in April each year by application to the Home Office.

UKMT & UK Board of Trustees composition

We currently have 7 members on the UK MT and 11 members on the UK Board of Trustees. We will request the UK MT and UK Board of Trustees to provide their D&I data, which is subject to each individual's consent, but we do not yet have this.

3. What does IRC/IRC-UK currently have in place for D&I?

The IRC has global policies and frameworks, such as the IRC Way, which outline the organisaton's values, and organisational policies such as Anti-Retaliation Policy, Data Protection Policy, and Employee Privacy Notice. There is currently no global Equal Opportunities & Diversity Policy in place but this is being addressed.

IRC-UK has some policies which are specific to D&I (dates in brackets are when the policy was last updated) such as:

- Equal Opportunities & Diversity Policy (December 2014) - to update in April 2021
- Dignity at Work Policy (March 2015) - to update in April 2021
- Anti-Harassment Procedure (April 2018) - to update in April 2021
- Maternity/parental leave policies
- Flexible working policy

In addition, UK HR has initiated a number of diversity and inclusion measures with regards to our recruitment and employment practices:

- All job descriptions are filtered through Textio, which checks for unconscious bias.
- We have piloted blind screening of applications for new IRC-UK roles.
- We are in the process of introducing apprenticeships through partnering with the WhiteHat apprenticeship scheme.
- D&I is now included in staff induction days, including presentations from all staff-led groups and networks encouraging new staff to participate.
- Unconscious bias trainings were offered to IRC-UK staff in 2018 and 2019.
- We have made it possible for staff to submit race/ ethnicity data, which they are encouraged to do with a 50% completion rate at the time of writing.
- We have joined the Employers' Network for Equality and Inclusion (Enei).
- We xompleted Enei's TIDE assessment to benchmark IRC-UK against other employers.

IRC-UK currently has a number of staff-led groups and networks, which have been established and organised by staff members. These include:

- Unite the Union
- UK BAME Network
- LGBTQ+ Group / IRC Europe Pride
- White Fragility film / book club (open to staff across Europe)
- IRC-UK Social Committee

IRC-UK staff are also actively engaged in IRC's staff-led 'Global Anti-Racism and Decoloniality' Network (GARD) which was established in June 2020.

3. Where are the gaps in IRC-UK's D&I work?

The following gaps have been identified through the TIDE Assessment and through staff feedback. This is not a comprehensive list, but consists of those most frequently identified as priorities. This plan doesn't pretend to fill every gap but makes progress towards doing so.

Strategy

- IRC-UK does not yet have a D&I strategy. This FY21 plan is a starting point but does not yet offer a solution for long-term cultural change.

- Nor is there a global IRC D&I strategy in which to situate IRC-UK's strategic planning, but this is being addressed through Strategy100 and global efforts to put in place a DEI strategy in the coming months.
- There is no established mechanism for holding leadership and management to account to deliver strategic change for DEI.

People

- Lack of proven diversity (beyond gender) in our current UK staff base (to be verified by data).
- Lack of diversity (beyond gender) in our UK leadership and UK Board of Trustees (to be verified by data) and lack of a plan to address this, e.g. through targets.
- Legacy approaches to hiring, including hiring managers requiring high levels of education (i.e. masters or higher) or narrowly defining skills and experience, which are not necessarily essential for positions, thereby limiting and excluding potential candidates. We do not routinely provide additional support to candidates who may have relevant experience outside of the traditional academic path but may require additional training or coaching when joining the organisation.
- Hiring managers do not routinely receive training on unconscious bias, disability awareness or recruitment practices prior to hiring.
- Application process is heavily skewed towards CV-based submission (even though applications can be submitted without) and while some aspects of applications can be 'blind' this is not systematic practice.
- Hiring managers do not consistently ensure diverse shortlists and interview panels.
- We tend to advertise positions in the 'usual places' (i.e. sector websites).
- Lack of systemic approach to bringing into and developing talent in the organisation from a more diverse range of backgrounds.

Data Collection

- Recruitment: Candidates complete D&I data when they apply and this is stored in Cornerstone, separate from the application. Information is not shared with managers, but analysis can be undertaken and (UK HR is looking into this) which could be used to inform actions.
- Data: Gender data is completed in Workday by HR based on forms the staff member completes. It currently only has male and female options, with no option given to enable a person to self-identify. Disability data is collected as part of an onboarding form. UK staff are able and encouraged to voluntarily record race/ethnicity data on Workday. At present we do not request staff to provide information on other characteristics such as religion/belief, or sexual orientation. Information that can be recorded in Workday includes: place of birth, marital status, religion, citizenship status, and disability.

Resources

- Lack of dedicated resource for Diversity & Inclusion and lack of specific expertise across the protected characteristics in IRC-UK.
- No required training for managers/ hiring managers on unconscious bias.
- No required training for all staff on unconscious bias.
- No required training for staff, leadership and UK Board of Trustees on understanding the history of aid and development, including colonial links.
- No formalised support for staff-led groups/ networks.
- No formalised support or compensation for staff who are contributing time towards internal D&I efforts in addition to functional responsibilities, such as paid time-off.

Policies

- Equal Opportunities & Diversity Policy meets statutory and legal requirements however, it has not been updated for 5+ years and lacks explicit commitment to establishing a culture of zero tolerance to racism and discrimination.
- No Equal Opportunities Charter/specific actions or commitments to D&I such as: Race at Work Charter; Two Ticks Scheme; Stonewall UK Workplace Index.

4. What actions will IRC-UK take in FY21?

Based on the feedback from staff-led group representatives (see Annex 1), discussions with the UKMT and TIDE Assessment (see Annex 2) the following themes will be prioritised in IRC-UK in FY21:

1) Gathering data and identifying specific, time-bound actions to improve D&I in FY21 and the longer-term.
2) Developing IRC-UK's longer-term D&I strategy.
3) Learning, training and development on D&I for all IRC-UK staff, leadership (including available to non-UK based managers of IRC-UK staff), and UK Board of Trustees.
4) Improving recruitment policies, training and practices, including developing a paid traineeship programme.

The full set of actions that we will undertake is set out in the workplan below.

IRC-UK D&I Workplan for FY21

Theme	Actions	Responsible	Timeframe
Gathering Data & Learning			

To better understand our current staff base and identify areas for improvement, and actions to improve D&I, we will:	1) Undertake the TIDE assessment led by the Employer Network for Equality & Inclusion, share the results with staff, and use the data to inform actions and develop our D&I strategy, including targets.
	  a. Undertake TIDE audit by 1st October 2020 (completed)
	  b. Share analysis and proposed actions by end of Oct 2020 (completed)
	  c. Incorporate the TIDE assessment findings in D&I strategy (in progress)
	  d. Incorporate input from Tinu Cornish into D&I strategy (in progress)
		Sigrun/ UK MT	By Jan 2021

	2) Collect, analyse and publish data externally across D&I characteristics on an annual basis. This will differentiate between different groups within the 'BAME' category to ensure accurate representation, and will include reporting on the gender and ethnicity pay gap, as well as diversity data relating to staff turnover.
	  a. IRC-UK to publish data (internally as a minimum) on gender, race/ethnicity, age, disability status and grade by April 2021
	  b. IRC-UK to publish data on gender and ethnicity pay by April 2021
	  c. Monitor diversity profile of candidates raising grievances
		Sigrun	By April 2021

	3) Explore whether it is possible to add a free text field for race/ethnicity data and other data fields in Workday (in progress)	Penny	By end of Dec 2020
Strategy and policy development			
To properly resource and lead our D&I work, IRC-UK will:	1) Hire an external D&I expert(s) to lead the development of a comprehensive D&I strategy for IRC-UK in FY21, starting with race equity (in progress) and then building on this to cover other protected characteristics.	Laura	By end of FY21
	2) Review and update the IRC-UK Equal Opportunities & Diversity Policy by end of 2020.	Penny	By end of Dec 2020

Theme	Actions	Responsible	Timeframe
	3) Speak to colleagues at disability-led organisations such as Sightsavers about their approach to disability awareness and inclusion to inform IRC's progression in Disability Confident level 2 (in progress)	Penny	Ongoing
Staff-led groups/ networks			
We will support, listen to, and empower our staff-led groups and networks, by:	1) Requesting staff-led groups receive an annual budget in FY21 to undertake activities, initiatives, and events incl. dedicated mailing address.	Laura	By end of Sept 2020
	2) Establishing a forum led by the UK MT representative for staff representatives from existing staff-led groups/networks to meet every 3 months to exchange ideas and discuss progress on D&I within IRC-UK (October, January, April, July).	Khusbu	Ongoing
	3) Running an All Staff survey every 6 months to pulse check on how IRC-UK is progressing against this plan and DEI commitments, and provide mechanism for staff feedback.	UKMT	March & September 2021
	4) With support from staff-led groups/networks, 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.)	Khusbu	Ongoing
Senior Management			
To improve the diversity of IRC-UK's management team, we will:	1) Ensure race sensitisation and unconscious bias training for all UK MT members. a. All UKMT members to complete this training by end of Dec 2020 (in progress)	Laura	By Dec 2020
	2) Include targets for UK MT diversity as part of our longer-term D&I strategy. a. UK ED to review data from TIDE assessment and work with HR and external expert to establish targets for D&I at UKMT level.	Laura	By March 2021
UK Board of Trustees			

Theme	Actions	Responsible	Timeframe
To improve the diversity of IRC-UK's board, we will:	1) Run race sensitisation and unconscious bias training for all Board members (in progress)	Laura	By Dec 2020
	2) Develop a D&I action plan for the Board, in consultation with the Board[4] (in progress)	Laura	By March 2021
Ongoing staff training			
To ensure staff understand their own potential bias and the history of development and links to colonialism, racism and white supremacy:	1) Every staff member will be invited to take part in unconscious bias training delivered by an external expert (Sea Change Consulting).	Sigrun	By Feb 2021
	2) Staff will be encouraged to take part in the 30mins Decolonising Development webinar which will be organised by the end of 2020: https://www.popworksafrica.org/products/nb9aefo1glfz3lcat6zv3akzx03wx1	Laura	By Dec 2020
	3) IRC-UK will advocate to Bond to include colonial history of development as part of existing course/new Bond courses: https://www.bond.org.uk/events/introduction-to-international-development a. To raise through Bond survey (done) and at the next Bond /GADN CEOs meeting discussion on race and diversity (Oct 2020).	Laura	Ongoing
Staff development, progression and retention			
To support staff development, progression and retention from under-represented groups:	1) In FY21, IRC-UK will support/prioritise BAME staff to attend Compass or Navigator trainings (pending these programmes running).	Penny	By end of FY21
	2) In FY21, IRC-UK will provide funding for 2 BAME staff (at least one place reserved for a Black colleague) for external leadership/ management courses or coaching (pending budget confirmation).	Laura	By end of FY21

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[4] https://www.equalityhumanrights.com/sites/default/files/how_to_improve_board_diversity_web.pdf

Theme	Actions	Responsible	Timeframe
	3) Work with interim DEI team on how to incorporate race and gender impact assessments on large-scale organisation decisions, such as restructures, into the global DEI strategy.	Laura	Ongoing
Attracting /widening access and interest in the sector & IRC			

To widen access for people from under-represented groups, IRC-UK will:	1) Establish a paid traineeship programme to reach more diverse groups and encourage people from a range of backgrounds to join our organisation:
	  a. Finance to confirm how the Apprenticeship Levy that IRC pays annually can be used by end of Oct 2020 (completed)
	  b. UK department leads discuss potential apprenticeship opportunities with White Hat apprenticeship partner (by Nov 2020)
	  c. UKMT reps (Stephen, Louise & Richard) to work with HR, external expert and staff groups to develop outline and plan for the Traineeship Programme by April 2021.
		HR/ UKMT	By end of FY21

	2) Make a commitment not to take on any unpaid internships, unpaid work experience placements, volunteers or 'introductions' through IRC leadership, board members or current/prospective donors. The exception to this is for individuals who as part of their asylum or benefit status are prohibited from undertaking paid work.	Laura (and all hiring managers)	With immediate effect
	3) Identify and establish links with local Further Education colleges and organisations such as Greater London Authority to engage in careers fairs/day to raise awareness of IRC's work and advertise careers with IRC.	HR	Ongoing
Recruitment (Pre-hire)			
To improve our recruitment process, IRC-UK will:	1) Ensure all UK-based hiring managers have access to unconscious bias training.	HR	By Dec 2020
	2) Refresh and share updated recruitment SLA between HR and hiring managers to ensure roles and responsibilities are clear.	Hiring managers/ HR	By Jan 2021

Theme	Actions	Responsible	Timeframe
	3) Provide improved guidance for hiring managers on how to write effective JDs.	HR	By end of Dec 2020
	4) By the start of FY21, update Authority to Recruit form to require every hiring manager to confirm their JD has been reviewed by Textio for gender bias and language is adjusted according to Textio recommendations prior to posting any position.	HR/Hiring Managers	By 1st October 2020
Recruitment (Advertising)			

We will require (and provide funding for) roles to be advertised in a range of outlets/sites to encourage diverse applications:	1) Include a specific statement to encourage diverse applications from under-represented groups:
	   a. HR to draft and ensure inclusion in all job descriptions and adverts (completed)
	   b. Explore including a statement to explain that gaps/periods of unemployment will not be viewed negatively.
		HR	With immediate effect

	2) Explore advertising roles on different platforms, groups and networks to reach wider audiences, such as:
	   a. Advertising on platforms such as Diversity Job Site (completed)
	   b. Advertising via Diasporic Development Twitter account (in progress)
		HR	With immediate effect

Recruitment (Application and Selection)			
We will explore how to improve the application process to encourage candidates and reduce bias, we will:	1) Work with global recruitment on introducing blind recruitment and reviewing the selection process, such as use of telephone screening and tests, elevator pitch, etc.	Penny	By end of FY21
	2) Work with global colleagues to seek expert advice on diverse shortlisting practices.	HR	By end of Dec 2020
	3) Work with global recruitment to identify potential questions on Diversity & Inclusion as part of the screening/interview process.	Penny	By end of FY21

Theme	Actions	Responsible	Timeframe
	4) Seek DEI feedback from candidates.	HR	By end of Dec 2020
Onboarding			
We will improve onboarding of our new staff:	1) All IRC-UK new starter inductions will include specific session(s) for staff-led groups and Unite to inform new staff of the groups & how to engage.	Zaheen	Complete
	2) Every new starter will receive information on the different staff-led groups, Unite Union and GARD Network from HR as part of the IRC-UK Induction guide.	Penny	Complete
	3) Every new starter in FY21 will receive in-person/web-based unconscious bias training delivered by an external expert at the first possible opportunity.	HR	By end of FY21
Ways of working			
We will review ways of working which have been raised by staff, such as:	1) Make an explicit commitment to anti-racism and opposing all forms of discrimination based on sex, gender identity, race, ethnicity, sexual orientation, disability, religion or belief. a. UKMT to develop statement and share internally	UKMT	By Oct 2020
	2) Work with the Regional Safety & Security Coordinator for Europe to ensure safety and security policies and procedures provide information for BAME and LGBTQ+ staff when travelling for IRC.	Laura	End of FY21

	3) Ensure that principles and practice on safeguarding when engaging with external stakeholders are clear for staff:
	    a. Director of Safeguarding to deliver session at UK All Staff on how to report safeguarding concerns and incidents, where to seek support, etc.
	    b. UK ED to feed back concerns to global workspace safeguarding leads, and encourage review of relevant workplace safeguarding approaches
		Laura	By Feb 2021

	4) Explore effective communication and inclusive leadership training for managers.	HR	TBC

Theme	Actions	Responsible	Timeframe
External representation			

We will demonstrate commitment to D&I by broadening the spectrum of voices we include, and adhering to brand guidelines by:	1) Ensuring diversity of representation by:
	  a. Including voices of refugees, beneficiaries and local partner organisations are heard (i.e. event panels, donor events, proposal and reports and other spaces where their voices are often marginalised).
	  b. Supporting Global Comms in the commitment to identify, develop and train more national staff and beneficiaries as IRC spokespersons
	  c. Setting UK metrics to ensure diversity of spokespeople reflected in media coverage and IRC content (and log any barriers)
		UKMT Comms rep (TBC)	Ongoing

	2) Ensure all communications and content staff have induction/refresher training on the IRC's informed consent policy, image guidelines, brand guidelines and decolonising aid webinar.	UKMT Comms rep (TBC)	January 2021
	3) Ensure all external communications adhere to the IRC's brand guidelines and values, including in relation to the dignity of our clients and perpetuating harmful stereotypes.	UKMT Comms rep (TBC)	January 2021
	4) Create a procurement process that reflects a preference for engaging creative talent and content collectors (including IRC staff) from the same country / nationality as content collection.	UKMT Comms rep (TBC)	May 2021
	5) Commit to ensuring that the new guide on language and imagery which has been created as part of the brand refresh can be shared with the team at the earliest opportunity, plus commit to reviewing the guidance as a team and adding fundraising specific guidance if needed.	Louise	By end of FY21
	6) Commit to considering how to balance donor-centric language with appropriately challenging donor perceptions, for example committing to creating a boilerplate paragraph we can add to proposals on how we talk about clients and our work, e.g. 'Here are our principles, this is why we do this, this is what you can expect from us'.	Louise	By end of FY21

Theme	Actions	Responsible	Timeframe
	7) Commit to using positive, client-focused stories and case studies wherever the opportunity presents itself in our fundraising and to treat clients as active characters with agency. For example, where possible and appropriate, include and centre the voice of clients in IRC events, engagements and panel discussions.	Louise	By end of FY21
	8) Consider offering to pay our clients who appear on comms, panel events and other engagements. As a minimum show appreciation in comms for clients giving us their consent for us to share their stories/images –could just be 'thank you to xxxx for allowing us to share this story'.	Louise	By end of FY21
Policy & Advocacy			
We will advance diversity, and inclusion through diversity of representation, promoting the dignity of our clients in external communications, and supporting locally-based leadership and expertise:	1) Diversity of representation a. We will take a step back and make space for others to lead on policy initiatives and advocacy when they can contribute expertise and perspective that we cannot offer. b. We will seek to influence policy fora to increase diverse viewpoints, including by declining to participate in all-white, as well as all male panels, and by prioritizing participation by our country colleagues and clients. c. We will rethink our approach to how we respond to policy emergencies by developing a set of robust, anti-racist guidelines that define when and how we choose to speak out on issues, and when we choose to elevate other voices, working closely with our external relations colleagues also engaged in this work.	Richard	By end of FY21
	2) Promoting the dignity of our clients in external communications: a. We will recognize and address the biases and assumptions underpinning our priority-setting criteria and guidelines; b. We will work with colleagues across the organization and in the broader NGO community to develop strong, anti-racist language guidelines for our public and private advocacy and engagement.	Richard	By end of FY21
	3) Supporting locally based leadership and expertise. a. We will partner with and lift up the voices of Black-led organizations, as well as local NGOs, and we will lift up the expertise and leadership that indigenous communities have across the issues that we work on.	Richard	By end of FY21

Theme	Actions	Responsible	Timeframe
	b. We are committed to elevating the voices of country staff and the people they serve, who are much better positioned, and much more credible, in speaking to lived experiences, the reality on the ground, and to policy solutions. Recognizing the additional work this puts on our country staff and clients, we will be aided in this commitment by having additional, and representative, country and regional-based advocacy roles in the places in which we work.		

The table below outlines a number of further areas which staff have raised as issues which are outside of IRC-UK's control, but where UKMT members commit to contributing to change within the broader organisation.

Areas in which we seek and commit to contributing to change within IRC globally:
1. Mobilising resources and funding to local partners and organisations
2. Amplifying voices of Black and People of Colour colleagues within our organisation and in our public communications
3. Amplifying voices of communities we work with
4. Addressing the leadership gaps for Black and People of Colour staff
5. Encouraging IRC to reconsider 'RESCUE' brand and seek to establish a name which represents our values and mission
6. Calling on the content of IRC Way Day to be contextualised for each country
7. Reviewing our global recruitment and hiring practices, led by external expertise
8. Introducing blind recruitment in Cornerstone at a global level
9. Setting targets for diversifying regional and country leadership positions
10. Reviewing policies which discriminate hiring local staff (i.e. having to pay hosting costs for TU positions if based in-country)
11. Committing to be anti-racist, moving away from fundraising methods which perpetuate racial and gender inequality, poverty porn and the 'white saviour' complex.

Annex 1: Feedback from staff-led group representatives

At the end of July 2020, 10 UK staff members joined a discussion to provide feedback on the ideas collated, as well as to identify additional actions, with a view to honing in on the key priorities for FY21. Feedback from staff representatives included the following:

- Gathering data and taking actions based on data was viewed by the group as being the highest priority for IRC-UK in FY21 given the lack of information we currently have for all staff, leadership and the UK Board of Trustees. Increasing transparency of pay and grade reporting by D&I characteristics was also raised. Once IRC-UK has the data, it should undertake analysis in a participatory way and to ascertain whether the data reflects the experience of staff.
- Ensuring when we refer to 'BAME' in the UK, we report and refer to specific categories and not treat this as a homogenous group. This is to ensure we do not artificially inflate data and exacerbate underrepresentation and marginalisation, which skews the experience and reality, particularly for Black colleagues. The ability to analyse data intersectionality is critical for similar reasons.
- Ongoing staff training and development is just as important for staff as it is for leadership, including the UK Board of Trustees. Leadership needs to set the tone, and this includes sharing their reflections and learning.
- When it comes to the lack of diversity, IRC needs to tackle the challenge at the core, which is addressing this at leadership level. This could include white-identifying/white-passing leaders establishing an offshoot from the GARD Network's White Fragility Group.
- There needs to be sufficient accountability for all staff and leadership (including UK Board of Trustees) post-training. It was recommended that there should be a specific goal included in performance reviews for staff and specific goals for the Board and management.
- There was widespread support for widening access and entry efforts, particularly through a paid traineeship programme, while also recognising there is much work to do internally before we could, in good faith, introduce such a programme. The group expressed wanting to see progress in FY21 on this and recommended IRC-UK starts on developing a traineeship programme. The group also recommended having structured learning and ongoing support for staff to be incorporated as part of the programme.
- Mentoring was discussed as an important way to support increasing diversity at more senior levels. Colleagues were not supportive of 'reverse mentoring' concept. In the context of race, this further places the burden on Black and People of Colour to educate white-identifying/passing leadership. Instead, this needs to be about how underrepresented groups can benefit from mentorship and support that can be provided around skills such as networking, facilitation skills, etc. IRC-UK should explore programmes such as 'Beyond Suffrage' designed to increase the number of women of colour in board positions[5].
- Improving our understanding of why staff leave IRC-UK and strengthening exit processes. For example, using exit interviews to ensure reasons are captured and information is being used to address issues that are raised. This could include indicators for UK MT to track turnover and the main reasons for leaving, disaggregated by diversity characteristics.
- For IRC-UK to explore implementing a quarterly 'temperature check' with staff to help identify any challenges and to be able to respond.
- There is a gap in specific actions to address the lack of diversity for people with disabilities. Many of the themes identified (i.e. ways of working, accessibility, baseline

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[5] https://www.socialpractice.co.uk/beyondsuffrage

data, etc.) are relevant for people with disabilities. Undertaking an accessibility audit should be included.

- Staff were not fully confident with the approach IRC has introduced for the 'Equality Inbox' and level of confidentiality. As a result, it is recommended that IRC-UK seeks input from the wider staff base and looks to ways to improve feedback channels (such as introducing the temperature check) and reporting (where we could learn from safeguarding).
- Importance of having dedicated staffing roles for diversity, equity and inclusion, including at country level.
- Wanting to ensure proper consideration for staff who are contributing time towards internal D&I efforts and ideas for how to relieve staff time, such as temporary support, paid time-off, compensating staff for additional responsibilities/time towards internal D&I efforts.

Annex 2: TIDE assessment

IRC-UK became member of the Employer Network for Equality and Inclusion (Enei) in July 2020. The objective is to be part of a leading organisation promoting equality and inclusion in the workplace which influences government, businesses and trade unions to campaign for practical change. Through our membership we have access to benchmarks, expert reports, events and briefings, as well as research led training and consultancy.

IRC UK completed the TIDE Diversity & Inclusion benchmarking in August through its membership of Enei. Our D&I progress was measured in eight areas and against over 350 member organisations. The areas are: Procurement, Training & Development, Other Employment Practices, Recruitment and Attraction, Leadership and Accountability, Strategy and Planning and Our Workforce. The organisation had a low general score which is no surprise given this is our first benchmark exercise. We scored highest in the area of Other Employment Practices, Recruitment and Attraction, and Our Workforce. These areas focus on attracting diverse talent to the organisation, collecting and monitoring diversity data, work life balance policies, and employee relations. Our lowest scores were in the area of Corporate Strategy and Planning, and Leadership & Accountability. The ratings correspond to levels on Enei's TIDE Roadmap, which is shown below. Over the next 12 months we will be focussing on progressing along the roadmap and the UK D&I plan will contribute to that.

	Prepare	Mobilise	Realise	Embed	Sustain
Your workforce	■	■			
Strategy & plan	■				
Leadership & accountability	■				
Recruitment & attraction	■	■			
Training & development	■				
Other employment practices	■	■	■	■	
Communication & engagement	■	■			
Procurement	■	■			