It has been over 100 days since the brutal killing of George Floyd. At the IRC, we vowed to work with all Americans to heal division by tackling injustice and to drive progress by confronting discrimination, including in our own workplace, in the US and around the world.

Diversity, Equality and Inclusion (DEI) is a key component of IRC’s strategy and vision, and has been identified as a core global priority for our new strategic plan, Strategy100, that will guide our work as we approach the 100th anniversary of IRC’s founding in 1933.

We wanted to take this time to reflect, evaluate and share an update on IRC’s DEI progress to date.

Over the last 100 days, IRC has:

**Listened**
- Launched voluntary ‘listening sessions’ for staff to share their DEI concerns, ideas and experiences. The feedback will be used by the DEI team to inform their activities. Examples of listening sessions that have taken place already include:
  - Several Leadership Board (LB) sessions with self-selecting US and global staff
  - Senior Leadership Group (SLG)-specific listening session
  - Language-specific listening sessions in Spanish in which LB members participated (French and Arabic sessions have begun too)
- Asked SLG, Executive Directors and Country Directors to launch optional listening sessions for their teams on a monthly basis through December
- Provided leaders with a listening session toolkit, translated into French, Arabic and Spanish to enable leaders to host these sessions as effectively as possible
- Identified a roster of internal staff who could either support leaders to conduct listening sessions or do it in their place, as needed

**Informed**
• Created internal RescueNet page dedicated to “Equality” for global staff updates. This page includes the latest news and updates, links to Employee Resource Groups and external resources.

• Created IRC Equality – Inbox (designed for all global colleagues to share questions, comments, suggestions, ideas and advice as we take short, medium, and long-term actions on the state of equality at the IRC) and Global Questions, Answers & Comments document which answers every Equality-related question asked during the Global Virtual Meetings and those sent to the Equality inbox. All comments are also shared anonymously and unedited.

• Sent regular updates from the Leadership Board focal points to all IRC staff

Identified data gaps

• Worked with an external specialist to undertake a comprehensive talent management review to assess strengths and gaps in our training and coaching programs

• Started soliciting input on the demographic survey design and establishing an advisory group for a robust, safe demographic data collection effort for all IRC staff, led by the DEI interim team and supported by Research & Innovation and HR

• Prepared a US-employee demographic update survey to be delivered in Q1.

Began revisiting our HR policies and practices

• Commenced an aggregation of all existing DEI-related HR policies into a new Anti-Discrimination policy

• Enhanced our recruitment strategy to include diversity, drafted diversity recruitment guidelines, signed contracts with diversity job boards and purchased additional LinkedIn Recruiter seats and other tools to enable recruiters to proactively source more diverse candidates

• Began to assess a variety of new candidate sourcing and contact tools with a focus on diversity

• Set about editing our job description templates to make degree requirements flexible and require relevant regional language skills such as French, Arabic and Spanish

• Initiated the expansion of on-campus sourcing efforts, in the US, with an eye towards diversity recruiting – particularly at City University of New York (CUNY) and Historically Black Colleges and Universities (HBCU)

Established a strong interim team

• Hired an internal, experienced, DEI Interim Lead, Cica Dadjo, to lead a team of nine experienced and highly-skilled IRC staff chosen from across the IRC regions and teams for the next six months

• Cica Dadjo will also be the lead for the DEI ambitions within Strategy100, and will work closely with IRC’s Strategy Unit on developing an implementation plan for this part of the strategy

• Drafted, in collaboration with Employee Resource Groups and representatives from our program offices, the charter to launch the new DEI Council that will play an advisory, education, awareness and influence role on key policies and practices requiring a DEI lens

Other actions completed and/or underway include

• Our IRC Board approved Strategy100 which sets DEI as a core priority, including setting diversity targets for leadership
The Board also changed the “Board of Overseers” name to “Board of Advisors”.

The Leadership Board allocated the highest discretionary investment budget item for FY21 to DEI.

Strengthened our brand guidelines around the use of imagery and language as it portrays our clients.

Began to review IRC Way, IRC’s Code of Conduct, to enhance the focus and emphasis on DEI.

Many HQ units have created their own DEI task teams and developed action plans and commitments to ensure DEI issues remain a priority.

How our RAI (Resettlement, Asylum and Integration) department is responding

- Established DEI focal points to lead on departmental DEI efforts, connect with offices and act as two-way communication and sounding boards for staff and leaders.
- Followed up listening sessions with a survey of RAI staff and developed a preliminary set of ideas in readiness for discussion with the RAI teams and the new DEI team.
- RAI leadership and HR have commenced work on creating a set of scholarships targeted at Black, Indigenous, People Of Color (BIPOC) interns, with plans to pilot this in January.

How our Crisis Response, Recovery and Development department is responding

- A CRRD Diverse Leaders Group (DLG) was formed by colleagues within the department. It supports the CRRD senior management team (SMT) in discussions on DEI needs and priorities. The DLG is also supporting the establishment of the DEI Council and Charter development.
- Prioritized DEI issues in department leadership meetings.
- Held DEI-focused discussions between the CRRD SMT, the CRRD DLG and the Global Anti-Racism and Decoloniality (GARD) Network, as well as multiple smaller team discussions.
- In partnership with HR, drafted:
  - New standard operating procedure (SOP) on the application of per diem and accommodation rates in CRRD locations, seeking to eliminate discriminatory practices which are not in keeping with the intent of current policies.
  - New interim SOP on the approval process for international staff recruitment. This will apply elevated review and scrutiny to international hires, in order to incentivize hiring national staff. This is an interim measure, pending longer-term review and revision of HR policies and practices.
  - New interim SOP on terms and conditions for staff hired by HQ units to be based in countries where we have full country programs, where those staff are nationals of that country. This is intended to establish a consistent approach to minimize inequity in compensation for these roles, but still remain internationally competitive. This is an interim SOP pending longer-term review and revision of HR policies and practices.

September 21, 2020