

# Gender, Equality, Diversity and Inclusion (GEDI)

2022-2025 Action Plan



## VISION

At the IRC, our diverse clients, partners, and staff have the power, voice, and agency to shape programs 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 programs seek to reduce disparities in outcomes which are driven by systemic inequality.

## GUIDING PRINCIPLES

Client centered  
Intersectionality  
Decoloniality  
Accountability  
Engagement

## WHO WE ARE

The IRC commits to have an inclusive organizational culture where diversity will be championed and represented at all leadership levels. We will have zero tolerance for discrimination, harassment, bullying, and retaliation in any form.

OBJECTIVES	KEY ACTIONS	METRICS
1.1 Equitable Compensation	<ul style="list-style-type: none"> <li>A) Conduct equity assessment of our HR practices, establish global standards for benefits, and adjust local benefits packages where needed</li> <li>B) Revise and redefine our international/national compensation system to better align with our equality value</li> <li>C) Create and Implement pay equity assessment tool in each country</li> </ul>	<p>Reduction of pay gap between genders and pay gap between staff holding different types of contracts (national/international/short-term/long-term)</p>
1.2 Diverse Leadership	<ul style="list-style-type: none"> <li>A) Develop leadership diversity goals</li> <li>B) Pilot talent dialogues and succession planning</li> <li>C) Target outreach strategies, guidelines, and training to recruit and nurture diverse talent</li> <li>D) Develop location strategy</li> <li>E) Identify actions from the Demographic survey completion</li> </ul>	<p>Senior leaders in global/regional roles, CRRD program leaders, RAI program leaders that identify as races/ethnicities under-represented in global power structures*</p> <p>Senior leaders in global/regional roles, CRRD program leaders, RAI program leaders who identify as women</p> <p>Senior leaders in global/regional roles, CRRD program leaders who come from CRRD Regions</p>

### 1.3 Inclusive Culture

- A) Embed GEDI frameworks in Hiring, Onboarding, Performance Management, and Development Planning practices.
- B) Strengthen inclusive management practices in current and future managers
- C) Audit and align existing policies to Respect at Work Policy and strengthen reporting mechanisms
- D) Enhance staff engagement and employee belonging: Continue to support GEDI Council & employee resource groups
- E) Ensure all employee safety and security: IRC security risk management practices are responsive to threats and hazards faced by staff, cognizant of their diverse profile.

The number of staff who took GEDI trainings each year.

% of staff who feel that they belong and are welcome at the IRC;

% of staff who agree that IRC leadership and management take responsibility for creating an inclusive organizational culture.

% of Safety & Security personnel who received GEDI trainings

## FY22 PRIORITIES

- Complete the IRC's People Survey, HR Equity Assessment, and International/National Compensation Review, summarize findings and integrate into our GEDI initiatives
- Provide GEDI learning opportunities to staff and leaders
- Develop manager 101

## WHAT WE DO (CRRD)

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

OBJECTIVES	KEY ACTIONS	METRICS
<p>2.1 GEDI mainstreamed in program design and delivery</p>	<p>A) Define GEDI Conceptual framework to clarify our organizational approach for programming</p> <p>B) Ensure consistent integration of GEDI in Strategy 100 Program Ambition</p> <p>C) Develop and test GEDI markers in CRRD to be integrated into existing processes</p>	<p>% of new projects each Fiscal Year informed by client needs assessments, context analysis, and/or feedback data</p> <p>% of projects implemented each year that have been designed to ensure equal outcomes for diverse clients</p>
<p>2.2 Program design is rooted in intersectional context analysis</p>	<p>A) Revise context analysis tools and approach from a GEDI lens to identify intersecting systems of discrimination and integrate them in program quality and design</p> <p>B) Conduct intersectional stakeholder analysis to establish strategic partnerships</p> <p>C) Pilot mechanisms for sustained engagement of clients from diverse backgrounds to support on contextual understanding and programmatic decision-making</p>	<p>% of CRRD country programs committing to client collaboration in design in their SAP IPs</p> <p>% of CRRD country programs conducting satisfaction surveys, in which data is disaggregated by sex, age, and disability.</p>

## FY22 PRIORITIES

- Finalize the GEDI conceptual framework for our program design and delivery
- Begin and improve tools to integrate GEDI in program design and context analysis

## WHAT WE DO (RAI)

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

OBJECTIVES	KEY ACTIONS	METRICS
<p>2.1 GEDI mainstreamed in program design and delivery</p>	<ul style="list-style-type: none"> <li>A) Integrate RAI GEDI into project cycle standards</li> <li>B) Assess compensation practices re: international and national staff for pay equity, and implement action plan to address findings</li> <li>C) Revise GEDI programs tools and guidance integrated into project cycle standards</li> <li>D) Socialize GEDI concepts in training content and approaches</li> </ul>	<p>% of projects that have been designed to ensure equal outcomes for diverse clients</p> <p>% of new projects each fiscal year informed by client needs assessments, context analysis, and/or feedback data</p>
<p>2.2 Program design is rooted in intersectional context analysis</p>	<ul style="list-style-type: none"> <li>A) Revise and/or develop context analysis tools with GEDI framework</li> <li>B) Resource each region in RAI for a certain number of offices to conduct GEDI analyses/intersectional context analyses</li> <li>C) Integrate mechanisms for sustained community and client engagement to support program design</li> </ul>	<p>% of RAI program offices which conduct at least one GEDI analysis in the fiscal year</p> <p>% of offices that grow partnerships with organizations led by refugees, immigrants, women, and BIPOC staff</p>

## FY22 PRIORITIES

- Finalize the GEDI Conceptual framework for our program design and delivery
- Begin and improve tools to integrate GEDI into program design and context analysis

## WHAT WE SAY & HOW WE ENGAGE

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

OBJECTIVES	KEY ACTIONS	METRICS
3.1 Accessible and inclusive internal communications	<ul style="list-style-type: none"> <li>A) Invest in GEDI/culturally-sensitive translation resources</li> <li>B) Finalize and roll out GEDI Lexicon and guidelines for inclusive language</li> <li>C) Invest in complementary communication channels that increase staff access to information</li> <li>D) Determine how we can increase staff's use of tools</li> </ul>	<p>Response time for Equality Inbox</p> <p>Number of visits to equality page</p> <p>Open rate GEDI Digest</p>
3.2 External communications promote dignity and agency of the IRC's clients	<ul style="list-style-type: none"> <li>A) Develop and adopt global guidelines and best practices on ethical and dignified representation of client populations and partners</li> <li>B) Develop a GEDI-specific Communications Master Document and guidebook</li> <li>C) Ensure that there is strong intersectional feminist input before further decisions about Brand are made</li> </ul>	<p>% of ER staff who create or deploy external-facing content that have been trained on brand guidelines</p>
3.3 External engagement centers the needs of our clients, staff, and partners	<ul style="list-style-type: none"> <li>A) Develop guidance for all IRC teams for participation in panels and influencing efforts</li> <li>B) Include GEDI considerations in Due Diligence Framework for donors and private funding partnerships</li> <li>C) Develop a protocol for Policy &amp; Advocacy teams to analyze the differential impacts of the policies we advocate for</li> <li>D) Integrate GEDI Strategy in Board and Advisor engagement</li> </ul>	<p>% of public-facing products developed using product TORs, including consideration of opportunities to highlight anti-racist or anti-colonial policy solutions and/or call out racist or colonial policy implications.</p>

## FY22 PRIORITIES

- Design and develop an annual internal communications plan to highlight GEDI initiatives, support relevant campaigns and reach all levels of the organization
- Expand our translation capacity
- Develop and use GEDI guidance for external engagement

Our staff and clients are at the center of our GEDI efforts. In the next three years, the GEDI Action Plan will lead our path forward to continue advancing our GEDI ambitions and engaging our staff and clients in every step of that process. In the months ahead, our staff and clients will continue to 1) receive updates on our GEDI efforts and progress, 2) have opportunities to share their thoughts and feedback and engage with the GEDI Unit, the GEDI Council, Leadership and functional teams in shaping our GEDI initiatives and 3) have opportunities to learn and develop their GEDI skills and knowledge. The full version of the GEDI Action Plan can be [found here](#). If you have questions about the Action Plan contact the GEDI Unit at [Equality@rescue.org](mailto:Equality@rescue.org).