

IRC UK BOARD GEDI PLAN

IRC UK BOARD OF TRUSTEES GENDER, EQUALITY, DIVERSITY AND INCLUSION (GEDI)
PLAN FY26-28



The IRC UK Board of Trustees are proud of the progress IRC UK has made on its Gender, Equality, Diversity and Inclusion (GEDI) work, and recognise this requires continuous, ongoing commitment.

We endorse the IRC UK GEDI Strategy and Action Plan for 2026-2028 and believe it will make IRC UK a more diverse, equitable and inclusive organisation that is better equipped to support those we serve. We will continue to support IRC UK's work towards the goals of its GEDI Strategy and Action Plan, including by holding management to account in delivering on its ambitions.

The Board also plays an important role in enacting and role-modeling the values of diversity, equality and inclusion in its own work. This is core to the good governance of IRC UK and helps to ensure IRC UK achieves its aims by:

- Ensuring Board decision-making benefits from a diverse range of staff and client perspectives
- Ensuring the Board, like IRC UK staff leadership and employees, is representative of the communities we serve and has the right skills and knowledge to advance IRC UK's aims
- 'Setting the tone from the top' by ensuring Trustees foster the culture of kindness, challenge and learning around GEDI which should be embedded throughout IRC UK, including by participating in relevant training and sharing the Board's GEDI progress with staff for mutual accountability

The IRC UK Board set out its own diversity and inclusion plan [in 2021](#) and [for FY22-24](#). These included actions like: appointing GEDI Board champions; including diversity and inclusion as a regular item at all Board meetings; participating in annual training; and recording Trustees' GEDI data with the aim of meeting Board diversity ambitions. These actions were completed or embedded in the Board's work by the end of 2024. As of March 2026, achievement of Board diversity goals has been broadly maintained. At the time of writing, the Board is made up of 11 Trustees. There are eight women (73%) and three men (27%), three Trustees who identify as people of colour (27%), and two (18%) with lived experience of conflict and displacement. The Board will prioritise maintaining diversity targets for gender, lived experience and ethnic diversity in its recruitment rounds, recognising the link between diverse leadership and safe, inclusive organisational culture.

This Board GEDI plan sets out updated Board GEDI commitments for 2026-2028, which complement the strategic focus areas of the IRC UK GEDI Strategy and enact the good practice set out in the updated 2025 Charity Governance Code. The Board will share an annual update with IRC UK staff on the progress they are making towards their GEDI goals, including any areas where they are experiencing challenges and an indication of how these will be addressed.

In taking this plan forward, the Board commits to adopting an intersectional lens across decision-making, recruitment, programmes and communications, recognising that individuals' experience – and the corresponding contributions they make to the effective governance of IRC UK – differs according to their unique characteristics and backgrounds. The Board commits to the following actions:

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

1.1 Continue to nominate two Trustees to be Board GEDI Champions. They will be responsible for dedicated support for IRC UK's progress on GEDI, including review of the GEDI Strategy update for FY26-28 and helping to ensure Board decision-making and GEDI work maintains an intersectional lens.

1.2 Continue our commitment to upholding the IRC Way: Standards for Professional Conduct, which is signed by all Trustees and included as part of Trustee induction.

1.3 All Trustees will continue to participate in at least one annual training on a GEDI topic (for example on topics like inclusive leadership, anti-bias and power).

1.4 All Trustees will be asked to provide their GEDI data, and IRC UK will publish Trustee data on gender, race and ethnicity, and lived experience.

1.5 Trustees will strengthen the current levels of Board diversity, with an awareness and acknowledgement of intersectionality and the protected characteristics of the UK Equality Act 2010, and:

- Ensure lived experience of conflict and displacement (at least two trustees with lived experience)
- Ensure a diverse gender composition
- Improve ethnic diversity (one-third of positions to be held by people of colour)

1.6 The Board will select new Trustees through a transparent and open public recruitment process, accounting for the intersecting needs and experience of candidates based on their unique characteristics and backgrounds, with a particular emphasis on:

- Ensuring that all Trustee recruitment accounts for (a) particular skills that are needed on the Board, and (b) protected characteristics and people with lived experience of conflict and displacement.
- Ensuring that Trustee vacancies are advertised in online spaces likely to be used by a wide pool of potential candidates, including underrepresented groups.

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.

2.1 The IRC UK Board commits to direct engagement with IRC clients in the UK and globally. Each Trustee will have at least one engagement with clients annually, e.g. meeting with the Community Advisory Board of client leaders from UK programmes or a visit to IRC's international programmes.

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.

3.1 The People and Culture Committee of the IRC UK Board will share learnings from IRC UK's GEDI Strategy and related activities with the People and Culture Committee of the IRC Inc. Board.

3.2 The People and Culture Committee of the Board will continue to monitor IRC UK's progress against its organisational action plan at each meeting, and will report on this to the full Board.

3.3 Board members will consider external communications on GEDI-related themes as appropriate.

3.4 Board members will engage in communications with IRC UK staff, including: an annual all-staff email from the Board chair on the Board's GEDI progress; and participating in ad hoc opportunities to engage with staff during all staff meetings and check ins.