The New Humanitarian questionnaire on racial justice within the humanitarian aid sector

In August 2021, The New Humanitarian contacted 21 international humanitarian aid organisations with a set of questions about diversity, equity and inclusion – as well as localisation – in the aid sector.

The goal was to to understand changes made since the Black Lives Matter movement re-emerged last year and the decolonisation debate took hold within the aid sector.

We wanted to understand what progress has been achieved when it comes to diversity, equity, and inclusion.

The following organisations did not respond to the email(s) we sent to individual staff members deemed most relevant:

Action Against Hunger, the Danish Refugee Council (DRC), the International Rescue Committee (IRC), Islamic Relief, Oxfam Novib, Plan International, World Vision International.

A representative of the **International Federation of Red Cross and Red Crescent Societies (IFRC)** responded as follows:

I must apologize for the delay in getting back to you. Unfortunately, this season has proved busier than anticipated and we are unable to complete the survey at this time.

Please do keep us in mind for similar engagements as this is an area of extreme importance to us and our team.

If there are opportunities to digest the results, please keep us in mind for that as well.

A representative of the **Terres des Hommes Foundation** said:

Please note that I have left Tdh UK and the organisation is in the process of winding up.

The three UN agencies provided statements, which can be read in full at the bottom of this document.

The rest responded with detailed answers to the questions listed below.

Click here to jump to the statement/responses of the following organisations (in alphabetical order):

[Questions sent to humanitarian aid organisations](#)

Responses:

[CARE Australia](#)
[CARE International](#)
[International Committee for the Red Cross (ICRC)](#)
[Médecins Sans Frontières](#)
[Mercy Corps](#)
[Norwegian Refugee Council](#)
[Oxfam GB](#)
[Save the Children International](#)
[Save the Children UK](#)

Statements:

[United Nations High Commissioner for Refugees (UNHCR)](#)
[UN Office for the Coordination of Humanitarian Affairs (OCHA)](#)
[The World Food Programme](#)

CARE Australia

What commitments did your organisation make in response to the push for greater diversity, equity, and inclusion in the humanitarian sector?

We have very publicly made commitments around shifting our operating model to be more genuinely supportive of locally led activity. This is leaning in to really walking the talk around power shifts so that resource holdings and decision making is led by those most impacted.

For each of those commitments, what progress has been achieved?

The progress is steady, but there are many barriers to overcome the current status quo within the humanitarian system.

What actions has your organisation taken to improve DEI since May 2020? (Choose all that apply)

- Issued an internal statement
- Convened internal meetings / workshops to discuss the issue
- Changed / introduced policies
- Changed HR practices
- Hired external consultants to advise the organization on DEI
- Investigated cases of racism or discrimination
- Created/improved a whistleblower policy
- Increased partnership with local organisations
- Increased funding to local organisations
- Introduced / improved mechanisms to report discrimination or racism

<u>If you changed/introduced policies, or changed HR practices, please outline the changes in more detail here:</u>

Diversity and Inclusion policy and plan, including a review of all policies to ensure we were overcoming unconscious bias. There is still a long way to go to truly walk the talk, but the pathway and ambition has been mapped out.

<u>Among the above-mentioned actions, which have had the greatest impact?</u>

I believe a willingness to change our own operating model to best support locally led will be the biggest shift. Our role is shifting to being complementary and a broker to best support local organisations. Alongside this is the moral responsibility to change the way we talak about our support (strengths based, decolonising the lexicon etc).

<u>How do these actions differ from what you have done in the past with regards to DEI initiatives?</u>

I think in the past it was more 'tick box'. We are now moving to ensuring that issues of diversity, inclusion, overcoming unconscious bias or issues of indigenous reconciliation are part of our DNA, not an add on.

<u>The next set of questions focuses on staffing and what percentage of your staff come from under-represented groups. This can be defined as People of Colour, representatives of local communities, or other marginalized groups. If including 'other marginalized' groups, please share how your organisation defines this:</u>

Diversity refers to the visible and invisible differences that exist between people. This includes but is not limited to: gender; gender identity, expression and sex characteristics; sexual orientation; age; cultural and linguistic backgrounds; Aboriginal and Torres Strait Islander identity; ability (physical, sensory, intellectual, psychosocial); physical and mental health; ethnicity; nationality; migration history and status; religion; socio-economic status; HIV/AIDS status; political beliefs; caring responsibilities; marital status; and geographic location.

CARE Australia recognises that power and privilege can be distributed unequally and that this is embedded structurally and systemically resulting in forms of oppression such as sexism, ableism, racism, caste and ethnic discrimination, ageism, homophobia, heteronormativity, religious discrimination, classism, and colonialism among others. CARE Australia also recognises the intersecting nature of identity, in which overlapping social and political identities produce unique and cumulative experiences of oppression and discrimination.

Inclusion refers to organisational and programmatic practices that enable diverse individuals and groups to engage with CARE Australia (both internally and externally) and ensures equitable access to opportunities, resources and recognition. Inclusion respects and values individual and group identities, experiences, backgrounds and perspectives. Inclusion creates a sense of belonging irrespective of individual or group differences.

Inclusion also means understanding, and working to overcome, the different contextual barriers that diverse people and organisations face engaging with CARE Australia. This includes staff, volunteers, interns, contractors and consultants, Board members, as well as program

participants, partners, donors and supporters, or members of the public engaged in CARE Australia's work.

<u>What percentage of your staff come from under-represented groups, defined as People of Colour, representatives of local communities, or other marginalized groups?</u>

- 15 to 30%

<u>What percentage of your staff come from under-represented groups, defined as People of Colour, representatives of local communities, or other marginalized groups?</u>

- Less than 15%

<u>Has your organisation hired new staff since May 2020? If yes, what percentage of new staff come from an underrepresented group?</u>

- 15 to 30%

<u>What percentage of your leadership team comes from under-represented groups?</u>

- Less than 15%

<u>Has your organisation seen any change in composition of your leadership since May 2020? If yes, what percentage of new leadership staff comes from an underrepresented group?</u>

- The leadership of organisation has not changed since May 2020

<u>What percentage of your board members come from under-represented groups?</u>

- Less than 15%

<u>Has your organisation seen any change in the composition of your board / governance structure since May 2020? If yes, what percentage of new board/governance members are from an underrepresented group?</u>

- None

<u>If relevant, please provide any explanatory details about your staffing:</u>
Respondent skipped this question

<u>If your organisation made an external statement, what was the most important reason to do so?</u>

- To show support

<u>Who in your organisation is responsible for addressing diversity, equity, and inclusion?</u>

- Other (please specify):
- Senior Leadership and Board , but all staff have a role in terms of addressing our D&I values and behaviour.

What steps has your organization taken to measure and evaluate progress in diversity, equity and inclusion within the organization?

- Tracking the racial background of staff and board members
- Staff sentiment surveys
- Inclusion in strategic plans and KPIs
- Public reporting

How many racism or discrimination allegations did your organisation receive since May 2020?

- Less than 5

How many investigations did you conduct?

1

How many of the allegations were determined to be well-founded?

Not yet finalised.

How many staff faced disciplinary action as a result of those investigations since May 2020?

- Other (please specify):
- not yet finalised.

Where has your organisation struggled the most in advancing the DEI agenda? What challenges do you face?

I think D&I is addressed when the organisation attracts people from diverse backgrounds. Even with good intentions, it is not enough to say you are inclusive, you need to attract diversity by living and breathing your values. We have work to do at all levels.

CARE International

CARE International is a global confederation of 21 independent organizations who lead programmes, raise funds, advocate on key issues, communicate to the public in their country, and support the work of CARE's programming in 104 countries across the world.

While all parts of CARE are bound by a common vision and mission, and governed by principles of equity and inclusion (realised in the CARE International Code, and various global policies); how such principles, specifically relating to DEI are translated into national HR and DEI policies and practices can vary based on differing legal and contextual realities.

For this reason, some of the questions in the survey ask for a level of detail that cannot be provided globally. To avoid mis-representation we have responded as below with as much as can be provided from the global perspective.

Questions 5 - 6: On sector-wide commitments

<u>5. What commitments did your organisation make in response to the push for greater diversity, equity, and inclusion in the humanitarian sector?</u>

<u>6. For each of those commitments, what progress has been achieved?</u>

In 2014, the CARE International Confederation made a commitment to increase the diversity of its membership by setting a target of having a majority of its members consisting of Global South organizations by 2020. This was not only a commitment to confront historic power imbalances and increase leadership and representation from the Global South, but also a recognition that a more diverse confederation would have more impact in terms of fighting poverty and social injustice. While we are still on the journey to achieving this target, and have much more progress to make, membership diversification remains a top priority of the organisation.

In 2014, the CARE International Confederation had only two members from the Global South. Today, representation is as follows:

- 11 CI members from the Global North (Australia, Austria, Canada, Denmark, France, Germany, Japan, Netherlands, Norway, UK, USA)
- 2 Candidate members from the Global North (Czech Republic and Luxemburg)
- 3 CI members from the Global South (India, Peru, Thailand)
- 4 Candidate members from the Global South (Caucasus, Egypt, Indonesia, Morocco)
- 1 Affiliate member from the Global South (Chrysalis/Sri Lanka)

More recently, in the last year CARE has made global commitments relating to partnerships with women's organizations and women led organizations, as well as in terms of how we portray our work through our public communications. For example:

- As part of our She Leads in Crisis campaign, we published a [report card](#) in March 2021 calling on donors and peers to improve reporting, accountability and delivery of pre-existing commitments flexible funding and leadership of women's groups, while acknowledging a need for CARE itself to improve our own monitoring and tracking of funding to WLO/WROs in humanitarian crisis situations.

- In June 2021, we made <u>commitments</u> as part of the Generation Equality Forum to support feminist leadership and scale-up of our Village Savings and Loans Association (VSLAs) work. As co-leader in the Economic Justice and Rights Action Coalition we have pledged to invest $100 million in supporting 10 million women and girls as leaders through savings and solidarity groups. This will support local women in ten African countries to advance their own initiatives on economic justice and rights.

- An international communications audit of CARE's visual imagery in early 2020 laid the foundations for conversations around how to better understand the unconscious biases with which we may represent and publicly describe our work. As a result, a set of global communications commitments were developed to address race, power and gender in how we produce and portray communities where we work. Commitments included how: (i) we will strive to co-create with partners and participants, (ii) our spokespeople will be local and female, (iii) we will seek and invest in local, female talent and (iv) we will put greater emphasis in "hope/strength-based" narratives. Members across the

confederation have since been investing more in <u>local talent</u>, reviewing and aligning their policies with these commitments, and testing and innovating different ways to raise funds. A central local storytelling fund through which CARE country offices can define and tell their own stories has also been created in 2021.

<u>What actions has your organisation taken to improve DEI since May 2020? (Choose all that apply)</u>

Although we are aware that certain member organisations of CARE International have engaged in many of the actions listed in question 7, these have not been captured globally. At the global level:

- CARE has been expanding our Gender, Equity and Diversity program (GED), scaling up training and support across the membership, reviewing/updating our tools, particularly around racial justice and intersectionality, and expanding our cohort of GED trainers.
- In 2020, CARE International introduced membership criteria and governance standards to improve the composition of our boards to reflect diversity and gender equality emphasizing the role boards play in promoting a safe and inclusive organisational culture and advancing CARE's commitment to equality, diversity, and respect for others.
  - o In line with supporting diversification and inclusion in our own Governance, CARE International secretariat engaged an external agency to lead an open global search for new members of the [CI Supervisory Board](#), to support greater diversity and inclusion.
- The CI National Directors Committee (member CEOs) has had dedicated sessions to discuss anti-racism. Across CARE, informal conversations take place among staff, many of which are facilitated or supported by the CI Secretariat. Overall, we strive to create a culture where we welcome and encourage frank, if uncomfortable, conversations about racism, sexism, neo-colonialist attitudes and behaviors in our sector

<u>Questions 8, 9 & 10 on HR Practices</u>

<u>8. If you changed/introduced policies, or changed HR practices, please outline the changes in more detail here:</u>

<u>9. Among the above-mentioned actions, which have had the greatest impact?</u>

<u>10. How do these actions differ from what you have done in the past with regards to DEI initiatives?</u>

While all parts of CARE are bound by a common vision and mission, and governed by principles of equity and inclusion (realised in the CARE International Code and [various global policies](#)), how such principles, specifically relating to DEI are translated into national HR policies and practices can vary based on differing legal and contextual realities.

CARE USA, as an example, is the largest employing member of CARE with 6000+ employees world-wide. They have made the following commitments publicly: [Equity and Inclusion - We Stand with Black Lives Matter - CARE](#)

In general, where members have set targets and commitments particularly in the Global North, we have seen significant changes in representation at leadership and at staff and Board levels. For example, progress has already been reported by CARE USA in this regard, the USA Leadership team has increased from 40% to 52% BIPOC, and Board from 26% to 42% BIPOC exceeding our goal of 40% in both groups by 2023, in addition USA Board is now 54% female exceeding our 50% goal by 2023. US payroll staffing increased from 53% to 58% BIPOC (which includes international staff working globally).

Questions 11 - 19 Staff composition and underrepresented groups.

As part of our longstanding commitment to confront power imbalances within the organization, and leverage diverse backgrounds and lived experiences in order to have a deeper impact on poverty and inequality, CARE International currently monitors globally the number of people who are national to the geographic locations of the office they are working in, as well as the number of international staff working in those same locations.

For example, we know that of the total of 11,953 CARE staff in FY20, 10,402 (87%) originate from and are based in the Global South - representing 97.1% of the 10,709 staff working in all CARE offices in the Global South.

Each national context is different in terms of terminology, diversity of under-represented groups, and what data is legal to collect on staff. This means that at present, we are unable to provide more detailed data from the 21 members globally (as previously mentioned), and in ways that would paint a true picture of diversity globally across all 104 countries where CARE operates.

As an illustration of how diversity can be viewed, below is a comparison of one of our largest teams in the USA (with 6000+ staff globally, approx 620 of which are on US payroll including international staff working globally), and one of our smaller teams; the secretariat, (who hire globally, with 52 staff):

Data	CARE USA	CI Secretariat
Definition of 'under-represented'	BIPOC	Citizen of countries in the global 'south' or originally from the global south
% staff from underrepresented groups	58%	38%
% leadership from underrepresented groups	52%	38%
Board members from underrepresented groups	42%	63%
Changes since May 2020 in % underrepresented groups across all staff	Increase from 53% to 58%	Increase from 27% to 38%
Changes since since May 2020 from underrepresented groups across leadership	Increase from 40% to 52%	Increased from 33% to 38%
Change in Board members from underrepresented groups	Increase from 26% to 42%	Increased from 57% to 63%

This year, CARE International has expanded our internal global data capture systems to explore how we can collect staffing data on diversity in ways that are appropriate for the local context and legal jurisdiction, in order to understand the degree to which marginalized or underrepresented groups are represented in our staff across the world, while also articulating how such groups are represented in different contexts, from ethnicity/tribe/clan/caste to sexual orientation, religion, age or disability.

If your organisation made an external statement, what was the most important reason to do so?

Some CARE members have made statements in solidarity with relevant movements within their countries (eg #BlackLivesMatter) and as a means of confirming their own commitments to diversity, equality and inclusion. See here for example.

Questions 21 – 22 measuring and evaluating DEI

* 21. Who in your organisation is responsible for addressing diversity, equity, and inclusion?

* 22. What steps has your organization taken to measure and evaluate progress in diversity, equity and inclusion within the organization?

CARE recognises that racism and inequality are deeply engrained in wider colonial and patriarchal systems that the aid system exists within. Addressing racism and inequality requires sustained and deliberate action, and in a global organization must be understood through many lenses.

As a Confederation of 21 independent national organisations operating in over 100 countries worldwide, each context has nuance in terms of DEI: with diverse marginalized and under-represented groups, different terminology and differing legal jurisdictions, all of which present challenges to accurate global reporting, but we know that many members are performing such actions within their own teams as appropriate as a means of understanding how DEI shows up in their specific organizations.

As such, responsibility for DEI varies across our membership, with some CARE members (e.g. CARE's UK and USA) having hired specific DEI expertise in their human resource departments in the past year. In addition CARE USA, our largest employing member, has conducted anti-racism training with Board and Global Management Team. Across all members, responsibility primarily lies with senior leadership and human resource managers. Responsibility for specific commitments and actions (for example related to communications, advocacy, programming) lie within those teams who are implementing those actions.

At the global level, CARE International are amending our internal global data capture systems to collect staffing data on diversity in ways that are appropriate for the local context and legal jurisdiction, in order to understand the degree to which marginalized or underrepresented groups are included in our staff composition across the world, while also articulating how such groups are represented in different contexts, from ethnicity/tribe/clan/caste to sexual orientation, religion, age or disability.

Question 23 – 26 – racism complaints

Member organizations of CARE International have anti-discrimination policies and systems in place to enable complaints of all types, including complaints about racism. While these include a variety of formal and informal reporting mechanisms to support a culture of transparency on reporting, we do not currently aggregate data on individual CARE International Member's complaints relating to racism specifically at the global level. Such issues are monitored, tracked and dealt with at the level of each CARE International Member.

<u>Where has your organisation struggled the most in advancing the DEI agenda? What challenges do you face?</u>

CARE recognises that racism and inequality are deeply engrained in wider colonial and patriarchal systems that the aid system exists within. Addressing racism and inequality requires sustained and deliberate action, and in a global organization must be understood through many lenses.

CARE International is a Confederation of 21 independent national organizations operating in over 100 countries worldwide. Each context has nuance in terms of DEI: with diverse marginalized groups that can be tribal, religious, racial and more, as well as diverse terminology and diverse legal jurisdictions, all of which present challenges to accurate reporting.

We are on a journey to addressing this by adjusting our global reporting on staff data in efforts to better capture the rich diversity we know exists within our organization, and to better understand how inequalities can play out at different levels of our organization and in different ways. We remain deeply committed to this work on diversity, equity and inclusion as it is central to our core mission as a social justice organization.

International Committee for the Red Cross (ICRC)

<u>What commitments did your organisation make in response to the push for greater diversity, equity, and inclusion in the humanitarian sector?</u>

Work on DEI has been on-going for years as we are typically facing inherent power imbalances between international and national staff within international humanitarian organizations. This power imbalance cuts across various diversity dimensions such as race and ethnicity, gender, profession, education, language, experience, et cetera. Since 2019, one of ICRC's five strategic orientations is to grow more diverse and inclusive as an organization. The ICRC strategy has a global objective to increase diversity in management teams in terms of gender and resident contract staff, which in turn contribute to increased ethnic and racial diversity amongst other things. Another global strategic objective is to have more inclusive policies and practices in place to enhance people's sense of belonging and inclusion to the organization. Five global inclusion priorities have been developed to meet these two objectives and we are currently addressing the following five priorities:

1. Increasing diversity in management teams;
2. Reducing biases in recruitment, promotion and evaluation decisions through improvements of processes, training, awareness, monitoring;

3. Creating more inclusive ways of working through pro-actively shaping the ICRC culture notably through clear and explicit values rooted in the Fundamental Principles;
4. Adjusting and improving to more supportive HR policies & practices;
5. Increasing accountability on DEI work

In mid-2020, we had a series of open and frank exchanges with hundreds of staff on their experiences on DEI with focus on racism as experienced by staff. This gave considerable energy and focus to accelerate our work on the global inclusion priorities.

Following the staff conversations on racism, one key decision taken by the Director-General was to be more explicit as an organization on how our Fundamental Principles and values translate internally in terms of behaviors and professional relationships within and across teams. This resulted in a comprehensive global collective effort to create a values compass to guide professional relationships and behaviours and intentionally shape the ICRC's culture to a more inclusive one in support to staff well-being and our operational objectives.

For each of those commitments, what progress has been achieved?

Some direct outcomes from May 2020:

Values compass created as a foundation for how we achieve things together; now to be pro-actively and sustainably integrated in our day to day work. Work will be starting to embed the ICRC Values Compass in how we connect, relate to each other and reinforce behaviors in support to people's well-being and the operational outcomes

- Significantly more staff sensitized to DEI considerations, actions, responsibilities; more managers exposed to DEI taking advice for decisions and actions.
- Increase in country delegations assessing staff needs through dialogue, setting priorities and taking action for a more inclusive culture (e.g. career development, improved communications & involvement in decisions, improved support to local staff with specific needs); policy adjustments to reduce inequities between international and local staff
- Increase in staff initiatives to explore current working climate in their context and take actions such as 'listening and values' workshops; DEI trainings
- Staff have improved access to existing recourses, tools and available data on staff diversity and are more engaged in open exchanges on our culture and how to improve (open platforms available to all staff)

In parallel, we are making progress on our global inclusion priorities; examples:

- Management teams are getting increasingly diverse in line with the strategic objectives (see above)
- A series of policies & practices are getting more inclusive; e.g. retirement scheme for resident contract staff (national staff); a newly created global independent board of appeal gives access for staff to make specific appeals; continued efforts on compliance in relation to internal code of conduct both on prevention and sanctions
- Operational regions have DEI objectives and are addressing these on country and regional level (e.g. increased diversity among managers; increased diversity in specific

countries or professions; adjustments of local policies; staff engagement & inclusion efforts)

<u>What actions has your organisation taken to improve DEI since May 2020? (Choose all that apply)</u>

- Issued an internal statement
- Convened internal meetings / workshops to discuss the issue
- Created new positions dedicated to DEI
- Increased diversity among staff or board
- Issued an external statement
- Introduced / improved mechanisms to report discrimination or racism
- Other (please specify):
    - Co-created a Values Compass with staff to guide relationships & behaviors across the organization; Creating a basis for a shared narrative that informs and supports the values to be lived in a vibrant and inspiring way – across hierarchies, identities and cultures.
    - Integrated the topic into our bi-annual address to all staff from the President
    - Letter to all managers from Director General, Director of Operations and Director of Human Resources
    - We organized a series of townhalls in different languages open to all staff where people expressed their experiences on racism & discrimination and discussed ways forward. Ahead of the townhalls we used a digital platform where colleagues could share experiences and questions anonymously.
    - People shared their personal experiences and opinions on the intranet and triggered conversations across regions, culture and hierarchy.
    - Created a shift to much more engagement and participation on our online platform JIVE – staff are now openly sharing concerns, ideas and links to relevant resources there.
    - Book clubs and other informal staff groups were formed to reflect on what they can do to be anti-racist, and shared findings/advice with others online. • Internal communications to all staff by the Director General on actions to be taken following the townhalls
    - The Ombuds network continued the dialogue with groups and individuals The Ethics function conducts trainings on ICRC's culture of integrity with management and staff on an ongoing basis and has reached over 2'200 employees in training sessions since May 2020 (regular activity)
    - A new mandatory all-staff integrity training will be launched in Q4 2021 that focuses on equipping staff to "speak up" and raise concerns about staff behaviour, including in cases of disrespectful and inappropriate treatment by colleagues.
    - Country delegations and certain units ensured internal follow-up exchanges and actions based on their needs in specific contexts
    - More D&I working groups have formed in various delegations Before May 2020 we had already : Introduced / improved mechanisms to report discrimination or racism (Already existing) Assigned an internal workplace counselor or person staff can speak to in confidence (Already existing) Created/improved a whistleblower policy (Already existing) Increased partnership with local

organisations (Already existing) Devolved decision-making to local level (ongoing as part of organizational development work)

<u>If you changed/introduced policies, or changed HR practices, please outline the changes in more detail here:</u>

As part of existing HR and compliance plans and efforts contributing to greater DEI (already planned, not connected to events in May 2020):

- Introduced a 5 years ICRC people strategy, which includes specific DEI priorities, initiatives and measurable KPIs
- Adopted an institutional strategy implementation roadmap with milestones for 2022 and 2024 incl. on DEI elements
- Creating HR roadmaps in every ICRC delegation (currently 37 in place)
- Improved number of female staff in management positions to 43% and resident contract staff in management positions to 16%
- Introduced a unified job grading system, which is not based on contract type (mobile vs. resident staff) in 2018
- Introduced resident staff representations at local, regional and global level
- Established a Global Independent Board of Appeals open to all staff
- Carried out the first ever global psychosocial staff well-being survey across the institution. Action plan in Q4 2021
- Introduced an ICRC functional competencies referential for all roles at the ICRC
- Piloting a central medical coverage plan for all resident staff across the world in pilot delegations. Global roll-out in 2022
- Establishment of an international retirement savings plan for resident staff across the world. Go-live in January 2022
- All staff survey carried out on bi-annual basis
- D&I data dashboard available to all staff and relevant managers for operational purpose
- Launch of the ICRC Integrity Toolkit, an online repository including FAQs, speaking lines and training material for managers and a reference library on institutional documents relating to ICRC's culture of integrity. The toolkit is accessible to all staff and most material is available in three or four languages.

<u>Among the above-mentioned actions, which have had the greatest impact?</u>

The question is unclear. In financial terms, the international retirement savings plan is going to have a big impact for our colleagues on resident contract. In terms of equity, a single job grading system was a significant foundational element, upon which we are building functional competencies, learning & career paths, etc. Having clear roadmaps and measurable KPIs (incl. some targets) are similarly having a considerable impact. Over recent years, the investment in compliance to reinforce ICRC's culture of integrity has likewise been essential and critical. Increased dialogue across hierarchies, listening more to people's experience and perspectives, taking action to improve concrete situations (e.g. increasingly diverse management teams, increased staff representation, board of appeal, local actions) have been an important part of translating commitments on inclusion to reality.

<u>How do these actions differ from what you have done in the past with regards to DEI initiatives?</u>

Our response to question 8 refers to efforts that were existing already in the past. Later this year we will make an external review on the organisation's level of inclusivity, benchmarking against other organisations in the sector (EDGE plus certification). This review will include a survey on staff perception as well as an opportunity for colleagues to disclose individual diversity factors (disability, sexual orientation, race, gender identity). This will be the second external review, the first one was made in 2019.

The next set of questions focuses on staffing and what percentage of your staff come from under-represented groups. This can be defined as People of Colour, representatives of local communities, or other marginalized groups. If including 'other marginalized' groups, please share how your organisation defines this:

We do not collect data on race or ethnicity. We look at nationalities to understand the representation of staff from global south and north using countries' membership to OECD as a proxy.

What percentage of your staff come from under-represented groups, defined as People of Colour, representatives of local communities, or other marginalized groups?

- Other (please specify):
- We do not collect data on race or ethnicity. We look at nationalities to understand the representation of staff from global south and north using countries' membership to OECD as a proxy. The current breakdown among all staff is:
  - 17% of all ICRC staff have their first nationality from an OECD country and 83% of all ICRC staff have nationalities from non-OECD countries.
  - In terms of representatives of local communities, country delegations have globally 85 % staff on local contract and 15 % staff on Geneva-based contract (HQ excluded)

What percentage of your staff come from under-represented groups, defined as People of Colour, representatives of local communities, or other marginalized groups?

- Other (please specify):
- This question is repeated (see answer under question 12)

Has your organisation hired new staff since May 2020? If yes, what percentage of new staff come from an underrepresented group?

- Other (please specify):
- 88.2% of our new hires between May 2020 and July 2021 have nationalities from non-OECD countries (proxy for 'global south').

What percentage of your leadership team comes from under-represented groups?

- 15 to 30%

Has your organisation seen any change in composition of your leadership since May 2020? If yes, what percentage of new leadership staff comes from an underrepresented group?

- Other (please specify):

- All new hires to senior leadership positions were from non-OECD countries.

<u>What percentage of your board members come from under-represented groups?</u>

- None

<u>Has your organisation seen any change in the composition of your board / governance structure since May 2020? If yes, what percentage of new board/governance members are from an underrepresented group?</u>

- The composition of our board / governance has not changed since May 2020

<u>If relevant, please provide any explanatory details about your staffing:</u>

- (Q15 & 16) When speaking of leadership, we include heads of country delegations, as well as senior leaders (e.g. Regional Directors) and Directors at HQ. The proportion of people from non-OECD countries increased from 11 to 15% among our leadership between June 2020 and June 2021.
- (Q17 & 18) We don't collect data on race or ethnicity. The composition of the ICRC's Assembly (our Board) is defined by the Statutes of the ICRC, which stipulate that only Swiss nationals can be members of the Assembly.

If your organisation made an external statement, what was the most important reason to do so?

- To show support
- Other (please specify):
- To be publicly explicit about the Red Cross and Red Crescent Movement's continued commitment to read and apply the Fundamental Principles as a formal and pro-active stance for anti-racism.

<u>Who in your organisation is responsible for addressing diversity, equity, and inclusion?</u>

- Other (please specify):
- For the global overview and strategy development, the work is managed by the Diversity & Inclusion team. The person in charge of the DEI work reports to the Director-General. A senior leadership group on D&I chaired by the Director General is responsible for monitoring and ensuring progress on DEI objectives. Progress is monitored on a quarterly basis based on KPIs as part of the institutional strategy and shared with the Directorate and the Assembly. The Directorate is accountable to the Assembly for the progress on the institutional strategy. Regional Directors are accountable to their strategic frameworks in which DEI objectives are present in response to the global institutional ICRC strategy. ICRC's commitment to DEI is supported by the activities of HR, the Ombuds office, internal communications and the Ethics, Risk and Compliance office. The latter conducts awareness-raising and training on behavioural standards to ensure a consistent and independent response to all allegations of potential misconduct, including those pertaining to discriminatory and racist behaviour. Discriminatory or racist behavior by ICRC employees is not tolerated under the ICRC Code of Conduct. It is considered inappropriate behavior and a violation of the behavioral standards called for in Section II A of the Code of Conduct ("General Rules"). Whenever reported, allegations

of discriminatory and racist behavior will be followed up by the Investigation Unit of ICRC's Ethics Risk and Compliance Office and, if substantiated, staff members concerned will be sanctioned by management - depending on the gravity, with either a termination of their contract or another disciplinary measure. In addition to filing a formal complaint, persons affected by a racist or discriminatory act, can resort to ICRC Staff support ecosystem (Staff Health and the Ombudsman Office in particular) for assistance and guidance.

<u>What steps has your organization taken to measure and evaluate progress in diversity, equity and inclusion within the organization?</u>

- Staff sentiment surveys
- Inclusion in strategic plans and KPIs
- Other (please specify):
    - Staff survey including tracking of a specific inclusion index
    - EDGE plus certification staff perception survey (external, independent review that is bench-marked and audited)
    - D&I Leadership group responsible for monitoring overall progress; tracking of progress of Regional Strategic Framework and People Strategy
    - Quarterly reviews that track progress on diversity in management teams for which the Directorate is responsible
    - The Ethics, Risk and Compliance Office tracks all allegations of misconduct, including those pertaining to discrimination and racist behavior and reports on findings to ICRC's Governance on a quarterly basis.

<u>How many racism or discrimination allegations did your organisation receive since May 2020?</u>

- 5 to 10

<u>How many investigations did you conduct?</u>

3 investigations have been conducted to date. 3 allegations reported are under assessment by the Investigation Unit to determine whether the opening of an investigation is warranted under the Code of Conduct Operational Guidelines.

<u>How many of the allegations were determined to be well-founded?</u>

During the relevant period, 1 allegation has been substantiated, while 2 investigations are currently ongoing.

<u>How many staff faced disciplinary action as a result of those investigations since May 2020?</u>

- Other (please specify):
- Awaiting decision by the person deciding on sanctions: For the one allegation that has been substantiated so far, the investigation report has been sent to the sanction owner for a decision on the appropriate sanction to be taken in application of ICRC's sanctioning guidelines.

<u>Where has your organisation struggled the most in advancing the DEI agenda? What challenges do you face?</u>

- Experience of inclusion as perceived by staff
- Career progression for female staff with diverse backgrounds to senior management positions
- Career progress for resident contract staff to management positions

Do you have any additional comments?

Respondent skipped this question.

Médecins Sans Frontières

MSF is committed to diversity, equity, and inclusion (DEI), which has been a key element in the strategic plans produced by the five operational centers for several years and has emerged as a top priority across the movement. This is an ongoing area of improvement for MSF—at all levels. In July 2020, in the wake of furious debates about systemic racism and the need to decolonize aid, MSF's leadership issued internal communications and a rare joint public statement [https://www.msf.org/msf-management-statement-racism-and-discrimination] pledging "radical action" in response to calls by staff and association members for a more just and equitable work environment. This statement, signed by the core members of MSF's Executive Committee (Core ExCom), noted that, "despite years of raising awareness and efforts at implementing new policies—we acknowledge that progress is nowhere fast enough. We also acknowledge that our governance, and where the positions of power sit in our movement, don't reflect the diversity of our organization."

MSF is an extraordinarily diverse organization, with some 63,000 people from 169 nationalities working in more than 70 countries over the course of 2020. Diversity and inclusion are identified as key pillars for all MSF offices, with the ambition to build a more inclusive work environment, make a single global workforce a reality, and increase diversity in leadership. We are working to address differences in staff compensation, including through a comprehensive rewards review now underway. The rewards review is designed to develop a new compensation framework for MSF's global workforce that will be consistent, transparent, and adapted to the diversity of our teams.

We will continue to work towards a more inclusive and representative organization at all levels—including through equitable pay structures and opportunities for professional training and advancement for all staff. Since 2018, MSF has strengthened grievance and reporting mechanisms in order to promote a work environment free of discrimination, harassment, and abuse. The organization at all levels is also encouraging debate and discussion around these topics. We are putting the communities we serve at the heart of our DEI commitments, with special attention to providing high-quality, patient-centered care. We believe that a diverse and empowered staff can, in turn, help improve the quality of care we provide.

This year, MSF directors from across the organization have committed to a framework for fighting racism and discrimination. The framework identifies seven priority areas:

1.   Standards of care for patients and communities we work with

2.   Exposure to risk, staff safety and security
3.   People recruitment and development
4.   Staff rewards, including remuneration and benefits
5.   Management of misbehavior, harassment, and abuse
6.   Communications and fundraising
7.   Governance and representation

New initiatives are also emerging at MSF offices across the globe. There are around 30 DEI Councils movement-wide, made up of staff and association members dedicated to promoting DEI principles within the organization. MSF France has created an Equal Opportunities Committee that brings together representatives of the staff, board of directors, and external stakeholders to identify potentially discriminatory policies and practices and contribute to their revision. MSF Spain has created a Gender Committee.

The MSF International Board has launched a large-scale consultation process asking thousands of MSF staff and association members to contribute to a discussion about "The MSF We Want to Be". Core questions include: How can we improve our medical relevance? How do we value our people? How should we shift our organizational culture? The need to promote diversity and inclusion has been identified as an internal challenge, as well as an opportunity.

<u>For each of those commitments, what progress has been achieved?</u>

MSF is making progress on its DEI commitments, and working to gather and share knowledge, data, and best practices across the movement. While we do not yet have a shared internal reporting mechanism to track DEI initiatives, a number of activities are underway at various levels of the organization:
- Recruitment of DEI leads and advisors
- Identifying of DEI barriers at the project level
- Development of inclusive design guidelines for the facilities we run
- Assessment and recommendations for community health workers
- Creation of new positions to strengthen management of complaints of misbehavior and abuse (including allegations of discrimination)
- Creation of an international task force on racism, discrimination, and representation in communications and fundraising
- Changing the narrative through a series of internal workshops, discussions, and debates about DEI
- Review of communications and fundraising materials; creation of communications guidelines on disability and inclusion
- Creation of DEI Councils and antiracism committees
- Development of DEI toolboxes and internal trainings (ie: discrimination, cross-cultural competencies, abuse of power, and inclusive decision-making)
- Increased the diversity of recruitment pools and expanded field team diversity by proactively sourcing HR from around the world

<u>What actions has your organisation taken to improve DEI since May 2020? (Choose all that apply)</u>

- Issued an internal statement

- Convened internal meetings / workshops to discuss the issue
- Changed / introduced policies
- Changed HR practices
- Created new positions dedicated to DEI
- Reviewed salary levels / retention numbers of non-white staff
- Issued an external statement
- Hired external consultants to advise the organization on DEI
- Investigated cases of racism or discrimination
- Introduced / improved mechanisms to report discrimination or racism
- Assigned an internal workplace counselor or person staff can speak to in confidence
- Devolved decision-making to local level

<u>If you changed/introduced policies, or changed HR practices, please outline the changes in more detail here:</u>

MSF is conducting an ongoing review of human resources policies using a DEI lens, with particular attention to recruitment, learning, and development. The organization is adapting recruitment policies to increase diversity at headquarters offices and in our projects. While we do not have data for the one-year period since May 2020, our latest figures show that HR efforts have resulted in a more diverse international workforce, including in project leadership roles.

New headquarters vacancies are being opened in the regional hubs, including in Nairobi, Amman, and Buenos Aires. MSF affirms its commitment to DEI in all job postings and requires staff to abide by the movement's behavioral commitments and guiding principles as stipulated in our charter.

<u>Among the above-mentioned actions, which have had the greatest impact?</u>

We do not have data covering the one-year period since May 2020, and many of the actions underway related to HR recruitment and development will take years to produce measurable results. However recent trends are encouraging:
- Stronger development packages enable us to have a more diverse pool of mobile staff. For example, we have dramatically increased MSF's e-learning offerings and access for locally hired staff (over 90% of our workforce) to trainings, learning opportunities, and knowledge sharing. Any staff member in the organization can access it from anywhere, and there have been over 6,000 active users in 2020.
- Since 2016, a rising number of locally hired staff have moved on to the highest level coordinator positions. The share of internationally mobile staff coordinators from the Global South increased from 37.7% in 2016 to 45.6% in 2020.
- The number of locally hired staff promoted to activity managers and clinical medical specialists (the second most senior positions) has grown from 53 percent to 60 percent from 2016 to 2020

<u>How do these actions differ from what you have done in the past with regards to DEI initiatives?</u>

In prior years, MSF's DEI strategies were developed by the various operational centers, offices, and other entities. The Core ExCom statement in July 2020 welcomed the growing debates on racism as an opportunity to accelerate change within the organization. MSF is now engaged in

promoting DEI at the highest levels of the organization and movement-wide. There is greater focus on and investment in DEI initiatives, which is critically important as cultural changes require proper and sustained follow-up.

The next set of questions focuses on staffing and what percentage of your staff come from under-represented groups. This can be defined as People of Colour, representatives of local communities, or other marginalized groups. If including 'other marginalized' groups, please share how your organisation defines this:

N/A

What percentage of your staff come from under-represented groups, defined as People of Colour, representatives of local communities, or other marginalized groups?

MSF globally does not have staff data reflecting the number of people from "underrepresented groups," and does not have a common definition of that term that would apply across the more than 70 countries where we work. We also do not collect information on ethnicity of staff at an international level, partly because in many countries the collection of this data is prohibited by law. Similarly, the organization does not collect information at the international level about characteristics such as sexual orientation, religion, or disability.

Has your organisation hired new staff since May 2020? If yes, what percentage of new staff come from an underrepresented group?

N/A

What percentage of your leadership team comes from under-represented groups?

N/A

Has your organisation seen any change in composition of your leadership since May 2020? If yes, what percentage of new leadership staff comes from an underrepresented group?

We have seen leadership changes across the international movement but do not have data on the number of new leaders from underrepresented groups (see response to question 12).

What percentage of your board members come from under-represented groups?

MSF is comprised of 25 associations in Australia, Austria, Belgium, Brazil, Canada, Denmark, East Africa, France, Germany, Greece, Holland, Hong Kong, Japan, Italy, Latin America, Luxembourg, Norway, South Asia regional association, Southern Africa, Spain, Sweden, Switzerland, United Kingdom, United States, and West and Central Africa regional association.

Each of these associations has its own board leadership. At this time, we do not have the current breakdown of the composition of all these various boards. In some of these countries it is illegal to ask about characteristics such as ethnicity, disability, or sexual orientation.

Has your organisation seen any change in the composition of your board / governance structure since May 2020? If yes, what percentage of new board/governance members are from an underrepresented group?

N/A

If relevant, please provide any explanatory details about your staffing:

N/A

If your organisation made an external statement, what was the most important reason to do so?

- Internal pressure
- To show support
- Cases of discrimination reported

MSF values the importance of speaking out and transparency. The organization actively promotes a culture of debate about its policies and practices. In recent years, staff and association members have been increasingly outspoken calling for institutional reforms to address racism and discrimination. Our international leadership wanted to send a message that they are listening and learning, redoubling efforts to address issues of racism and discrimination, and committed to promoting diversity, equity, and inclusion.

Who in your organisation is responsible for addressing diversity, equity, and inclusion?

Senior leadership, board, and HR

What steps has your organization taken to measure and evaluate progress in diversity, equity and inclusion within the organization?

- DEI data collected by some MSF office
- Staff sentiment surveys conducted
- DEI included in strategic and annual plans
- Public reporting
- Dialogues with staff

How many racism or discrimination allegations did your organisation receive since May 2020?

In 2020, MSF received a total of 41 complaints alleging discrimination. These can include complaints linked to discrimination based on race, opinions, lifestyle, gender, sexual orientation, socio-economic background, origin, religion, or other markers of identity.

How many investigations did you conduct?

According to MSF's methodology, "investigation" does not imply criminal or judicial proceedings but rather an internal administrative / fact-finding process. We look into every complaint made, however not all reviews result in formal investigations. On examination, some complaints may be reclassified as other kinds of misbehavior or abuse, and some may be dismissed.

Discrimination falls under a broader category of abuse cases. Around half of all abuse cases were managed through formal investigations at headquarters level. Other cases were handled through the regular managerial lines process, with the complainant's approval, as well as support from the behavioral unit.

<u>How many of the allegations were determined to be well-founded?</u>

In 2020, about 40 percent of abuse complaints were confirmed (82 confirmed cases of abuse in total, including cases of sexual harassment and abuse, psychological harassment, abuse of power, physical violence, and discrimination).

<u>How many staff faced disciplinary action as a result of those investigations since May 2020?</u>

N/A

<u>Where has your organisation struggled the most in advancing the DEI agenda? What challenges do you face?</u>

DEI is a multi-faceted issue with enormous implications for our staff and patients in the more than 70 countries where MSF operates. It encompasses issues ranging from racism and discrimination in the workplace to quality of care at our medical projects. It involves examining institutional policies and procedures that create or perpetuate inequities. It also entails examining the power structures at MSF, looking for ways to diversify staff and leadership, and ensure that we are providing opportunities for advancement to all staff.

At an international organization such as MSF—comprised of five operational centers and 25 associations, each with their own leadership, vision, priorities, and legal frameworks—it is enormously challenging to chart a unified course forward. Nevertheless, we also recognize that the diversity of our staff—including the diversity of opinions and expertise—is our greatest strength. Our work to promote DEI will continue at every level of the organization.

Mercy Corps

<u>What commitments did your organisation make in response to the push for greater diversity, equity, and inclusion in the humanitarian sector?</u>

Mercy Corps recently launched an ambitious strategy that outlines a roadmap for how we will better incorporate gender equality, diversity, and social inclusion in our operations and programs. In Summer 2020, Mercy Corps issued its Vision for Racial and Ethnic Diversity (https://www.mercycorps.org/sites/default/files/2020-08/Vision-for-Racial-Ethnic-Diversity-for-Mercy-Corps-Leadership.pdf). The vision outlines our commitments to increase diversity in recruitment and hiring, foster an inclusive workplace environment to support diversity, and create equitable pathways to elevate diverse talent. The strategy also outlines accountability measures. By the end of FY 2023 we aim to have at least:

- 30% of global senior leadership positions (includes Executive Team, Regional Directors, Deputy Regional Directors, Vice Presidents, Senior Directors, Country Directors, and Chiefs of Parties) occupied by individuals who identify as Black, Indigenous, or Person of Color, or a citizen of Africa, Asia, Central / South America, or the Middle East.
- 25% of Executive Team positions occupied by individuals who identify as Black, Indigenous, or Person of Color, or a citizen of Africa, Asia, Central / South America, or the Middle East.
- 55% of mid-level positions (Senior Advisors, Directors, Directors of Program / Deputy Country Directors) occupied by individuals who identify as Black, Indigenous, or Person of Color, or a citizen of Africa, Asia, Central / South America, or the Middle East.
- 100% of Mercy Corps regions and countries have talent strategies, metrics, and action plans to develop regional and country-level talent into leadership roles.

As a part of the broader industry effort to support the decolonization of aid, in our programs we are also seeking to increase our engagements with local partners, and funding to local organizations, and advocating to donors to reduce the constraints on partnership-based programming. We are also seeking ways to increase the participation of communities.

For each of those commitments, what progress has been achieved?

As of June 2021 Mercy Corps has made the following progress towards its goals, to be achieved by 2023:

- 22% of Global Senior Leadership positions are occupied by individuals who identify as Black, Indigenous, or Person of Color, or a citizen of Africa, Asia, Central / South America, or the Middle East. (2023 Target: 30%)
- 11% of Executive Team positions are occupied by individuals who identify as Black, Indigenous, or Person of Color, or a citizen of Africa, Asia, Central / South America, or the Middle East. (2023 Target: 25%). Mercy Corps' CEO is currently the only African American woman at the helm of an international aid and development organization.
- 43% of Mid-Level positions are occupied by individuals who identify as Black, Indigenous, or Person of Color, or a citizen of Africa, Asia, Central / South America, or the Middle East. (2023 Target: 55%)
- 40% of Mercy Corps Regions and Countries have talent strategies, metrics, and action plans to develop regional and country-level talent into leadership roles. (2023 Target: 100%)

What actions has your organisation taken to improve DEI since May 2020? (Choose all that apply)

- Issued an internal statement
- Convened internal meetings / workshops to discuss the issue
- Changed HR practices
- Created new positions dedicated to DEI
- Increased diversity among staff or board
- Issued an external statement
- Hired external consultants to advise the organization on DEI
- Investigated cases of racism or discrimination
- Assigned an internal workplace counselor or person staff can speak to in confidence

- Created/improved a whistleblower policy
- Reviewed salary levels / retention numbers of non-white staff
- Introduced / improved mechanisms to report discrimination or racism
- Other (please specify):
- Issued external statement on progress, found here:
  https://www.mercycorps.org/press-room/releases/vision-racial-ethnic-diversity-progress

  As a part of the broader industry effort to support the decolonization of aid, in our own programs and as part of Mercy Corps' own localization strategy we are also seeking to increase our engagements with local partners, and increase funding to local organizations, and advocating to donors to reduce the constraints on partnership-based programming. We are also seeking ways to increase the participation of communities.

If you changed/introduced policies, or changed HR practices, please outline the changes in more detail here:

We are more intentionally seeking diverse candidates for our talent pipeline, and one way we're doing this in our HR practices is through our internship program partnerships with Historically Black Colleges and Universities and Hispanic-Serving Institutions. Our partnership with HBCUs launched in 2020 to introduce students to careers in the international aid and development sector. We worked closely with ten HBCUs to co-create this program. Now, the internship program is open to all HBCUs in the United States. We've also recently expanded our internship program to target Hispanic-Serving Institutions (HSI) to recruit Hispanic and Latinx interns. The HBCU and HSI internship pipeline program supports our strategy to foster an inclusive workplace environment and create equitable pathways to elevate diverse talent.

Mercy Corps' internal leadership development programs also intentionally identify rising leaders from our country programs, providing team members around the world with intensive leadership development and career coaching. Mercy Corps has also introduced an equitable compensation initiative. This initiative seeks to achieve greater equity and transparency in our compensation practices globally and ensure we are implementing equitable pay practices. This initiative has a number of components, including a pay gap analysis country by country, global guidelines for bonus programs, development of a global compensation philosophy, and recommendations for mitigating compensation disparities between international and national team members to create more consistency in compensation across country leadership.

In the past 18 months we've worked to develop affinity groups, such as two People of Color Affinity groups in the U.S. to convene team members and elevate voices and experiences of team members who identify as people of color as well as coach and mentor our HBCU interns. We also have trainings on mitigating bias and unpacking white supremacy and dominant culture norms that we're rolling out to teams globally, with special guides and trainings for leaders and managers on systemic racism, colonialism and mitigating bias. We are also providing racial equity coaching and training for our executive team, and mitigating bias training for our board.

Among the above-mentioned actions, which have had the greatest impact?

While we will more deeply understand the impacts of the HR reforms we have instituted with more time, establishing a Gender Equality, Diversity and Social inclusion (GEDSI) strategy along with clear goals and structural reforms has enabled us to see immediate change with respect to

the composition of our global leadership team. Greater diversity among our Board, Executive Team, and global leaders sharpens Mercy Corps' decision-making and ensures greater linkages to the contexts where we operate. In the long term, we anticipate the investments we're making in diversifying our talent pipelines (e.g. HBCU internship pipeline program) and transparent and equitable compensation will allow us to retain the diverse talent we seek to attract.

How do these actions differ from what you have done in the past with regards to DEI initiatives?

Mercy Corps' current DEI efforts build on a foundation of work focusing on gender equity in our operations and programs. Since 2018, Mercy Corps has also made more expansive investments in DEI, including staff time and resources and instituting a comprehensive strategy that connects the change we seek within our organization with more inclusive and sustained programmatic impact.

The next set of questions focuses on staffing and what percentage of your staff come from under-represented groups. This can be defined as People of Colour, representatives of local communities, or other marginalized groups. If including 'other marginalized' groups, please share how your organisation defines this:

For the purposes of goals we've set around diversifying our staff and leadership teams, we are using the following description: Individuals who identify as Black, Indigenous, or Person of Color, or a citizen of Africa, Asia, Central / South America, or the Middle East.

What percentage of your staff come from under-represented groups, defined as People of Colour, representatives of local communities, or other marginalized groups?

- Other (please specify):
- 85% of our global staff comes from the countries where they work.

What percentage of your staff come from under-represented groups, defined as People of Colour, representatives of local communities, or other marginalized groups?

- More than 50%

Has your organisation hired new staff since May 2020? If yes, what percentage of new staff come from an underrepresented group?

- Other (please specify):
- Yes. 86% of staff hired in May 2020 or later are either citizens of non-Western countries or identified as non-White if hired in the U.S. This percentage does not include team members who, upon hire, chose not to identify their recorded nationality or race ethnicity.

What percentage of your leadership team comes from under-represented groups?

- Less than 15%

Has your organisation seen any change in composition of your leadership since May 2020? If yes, what percentage of new leadership staff comes from an underrepresented group?

- Other (please specify):

- 5% increase in share of global leadership positions occupied by individuals who identify as Black, Indigenous, or Person of Color, or a citizen of Africa, Asia, Central/South America, or the Middle East. (July 2020: 17%, June 2021: 22%, 2023 Target: 30%) 11% increase in share of Executive Team positions occupied by individuals who identify as Black, Indigenous, or Person of Color, or a citizen of Africa, Asia, Central/South America, or the Middle East (July 2020: 0%, June 2021: 11%, 2023 Target: 25%). Mercy Corps welcomed CEO Tjada D'Oyen McKenna in October 2020. 4% increase in share of Mid-Level positions occupied by individuals who identify as Black, Indigenous, or Person of Color, or a citizen of Africa, Asia, Central/South America, or the Middle East (July 2020: 39%, June 2021: 43%, 2023 Target: 55%)

<u>What percentage of your board members come from under-represented groups?</u>

- 30 to 50%

<u>Has your organisation seen any change in the composition of your board / governance structure since May 2020? If yes, what percentage of new board/governance members are from an underrepresented group?</u>

- 30 to 50%

<u>If relevant, please provide any explanatory details about your staffing:</u>

Board Diversity goals by the end of 2023: ➔50% of Board members identify as female or non-binary ➔50% of Board members identify as Black, Indigenous, or a Person of Color (BIPOC) / Black, Asian, or Minority Ethnic (BAME) ➔25% of Board members are citizens of Africa, Asia, Central / South America, or the Middle East

<u>If your organisation made an external statement, what was the most important reason to do so?</u>

- Other (please specify):
- To hold ourselves and our sector accountable to the metrics we set and to the improvements we must collectively make to improve diversity, equity and inclusion and to better reflect and increase participation of the communities we serve.

<u>Who in your organisation is responsible for addressing diversity, equity, and inclusion?</u>

- Other (please specify):
- All are accountable - Senior leadership, Board, HR and Media/communications

<u>What steps has your organization taken to measure and evaluate progress in diversity, equity and inclusion within the organization?</u>

- Tracking the racial background of staff and board members
- Staff sentiment surveys
- Inclusion in strategic plans and KPIs
- Public reporting

<u>How many racism or discrimination allegations did your organisation receive since May 2020?</u>

- Other (please specify):
- 20

How many investigations did you conduct?

20

How many of the allegations were determined to be well-founded?

One

How many staff faced disciplinary action as a result of those investigations since May 2020?

- Less than 5

Where has your organisation struggled the most in advancing the DEI agenda? What challenges do you face?

DEI requires continuous time, resources, and strategic effort. Diversifying our team, fostering an inclusive workplace culture, and ensuring equity in our operations and programming calls for deep introspection, mindset change, internal policy change, cultural shifts, and collective action with peers and other external partners. All of this work is urgent and critical for sustained impact yet must and will take time.

Do you have any additional comments?

This coming year we'll be taking a more intersectional approach to our data collection efforts and looking at race/ethnicity and gender.

Norwegian Refugee Council

What commitments did your organisation make in response to the push for greater diversity, equity, and inclusion in the humanitarian sector?

Gender has been on our agenda for many years as well as "nationalization" and we have made both commitments and progress, but when it comes to DEI in a broader sense we have a way to go, but senior management committed to push for a greater diversity, equity and inclusion.

For each of those commitments, what progress has been achieved?

Gender – we set out a target both ways that we want a gender balance within the range of 40/60. If outside of this range you need to make an action plan. All Countries have a gender target and at the moment we are at 40% female representation globally from grade 7 (starting level for managerial/leadership responsibility) and above.

<u>What actions has your organisation taken to improve DEI since May 2020? (Choose all that apply)</u>

- Convened internal meetings / workshops to discuss the issue
- Changed HR practices
- Hired external consultants to advise the organization on DEI
- Investigated cases of racism or discrimination
- Other (please specify): We conducted a Baseline study on DEI, a desk review of our HR policies, interviews with key stakeholder across levels and a benchmark towards peers in the sector. The study was intended to give us more insight and direction to where we would put our focus moving forward.

    We are in the beginning of building a DEI policy and framework, and acknowledge that we need specific resources to make it happen

<u>If you changed/introduced policies, or changed HR practices, please outline the changes in more detail here:</u>

We had already made some changes to the recruitment policy/procedures in 2019 based on feedback from a Gender Survey that we conducted. The intention with the survey was to get from assumptions to knowing about key enablers and key obstacles. We see this as a step forward but recognize that it will take another leap to move towards diversity in a broader sense if we are talking about a bigger agenda then nationalities and colour of your skin.

When it comes to recruitment standards we have introduces diverse recruitment panels, positive affirmations etc

<u>Among the above-mentioned actions, which have had the greatest impact?</u>

We have succeeded the most with our gender focus. Not from a political agenda perspective, but because we see that there is a connection between gender balance and quality programming. More than 50% of our beneficiaries are women/children/widows and to have female staff to provide services to this group is key

<u>How do these actions differ from what you have done in the past with regards to DEI initiatives?</u>

N/A

<u>What percentage of your staff come from under-represented groups, defined as People of Colour, representatives of local communities, or other marginalized groups?</u>

More than 50%

<u>Has your organisation hired new staff since May 2020? If yes, what percentage of new staff come from an underrepresented group?</u>

Other (please specify): We always try to recruit local staff or from the region so practice not been changed. But focus maybe. In general more than 90% plus of our staff are local. I would say in general that we have more local staff in leadership positions than most agencies. We

have only 2 positions that are explicitly said would be for "an international staff" (due to objectivity, neutrality – all other positions open for all to apply) and that is the country director position and the regional director position.

<u>What percentage of your leadership team comes from under-represented groups?</u>

None

If the question is only about our senior management group I would say none. Little turnover and difficult to attract senior managers to Oslo. But if you look at our regional management teams, and country management teams a totally different composition.

<u>Has your organisation seen any change in composition of your leadership since May 2020? If yes, what percentage of new leadership staff comes from an underrepresented group?</u>

30 to 50%

<u>What percentage of your board members come from under-represented groups?</u>

Less than 15%

<u>Has your organisation seen any change in the composition of your board / governance structure since May 2020? If yes, what percentage of new board/governance members are from an underrepresented group?</u>

15 to 30%

<u>If relevant, please provide any explanatory details about your staffing:</u>

Respondent skipped this question

<u>If your organisation made an external statement, what was the most important reason to do so?</u>

- External pressure
- Internal pressure
- To show support

<u>Who in your organisation is responsible for addressing diversity, equity, and inclusion?</u>

Senior leadership

<u>What steps has your organization taken to measure and evaluate progress in diversity, equity and inclusion within the organization?</u>

- Staff sentiment surveys
- Inclusion in strategic plans and KPIs

<u>How many racism or discrimination allegations did your organisation receive since May 2020?</u>

Less than 5

How many investigations did you conduct?

We do only have a register of serious global cases which is less than 5

How many of the allegations were determined to be well-founded?

Less than 5

How many staff faced disciplinary action as a result of those investigations since May 2020?

Less than 5

Where has your organisation struggled the most in advancing the DEI agenda? What challenges do you face?

Agreement on scope and resources / set up. Find the balance of a top down and bottom up approach.

Oxfam GB

What commitments did your organisation make in response to the push for greater diversity, equity, and inclusion in the humanitarian sector?

We have diversity and inclusion targets organisationally, and I have them in my personal CEO objectives. We are also bringing these together in an Equalities Strategy for Oxfam GB. We are also developing a Racial Justice Framework for how we will go beyond diversity and inclusion, and become a truly anti-racist organisation. And our newly-created Partnerships team is also trying to decolonise how power and resources move within our confederation.

For each of those commitments, what progress has been achieved?

It is difficult to list all of the elements in our approach. An example of concrete progress is around diversifying our leadership, e.g 4 out of 6 to Oxfam GB leaders are women; 5 out of top 40 posts are held by people of colour, up from 0 three years ago!). Another example is that we have trained up an internal cadre of 'Diversity Champions' who sit on all recruitment panels to make sure that we are challenging biases, promoting inclusion, asking questions about values and behaviours etc. Harder to pin down but perhaps more profound is how central the idea of decolonising our practice is to the new Oxfam GB strategy.

What actions has your organisation taken to improve DEI since May 2020? (Choose all that apply)

- Issued an internal statement
- Convened internal meetings / workshops to discuss the issue

- Changed / introduced policies
- Changed HR practices
- Created new positions dedicated to DEI
- Increased diversity among staff or board
- Issued an external statement
- Hired external consultants to advise the organization on DEI
- Investigated cases of racism or discrimination
- Assigned an internal workplace counselor or person staff can speak to in confidence
- Increased partnership with local organisations
- Increased funding to local organisations
- Reviewed salary levels / retention numbers of non-white staff
- Introduced / improved mechanisms to report discrimination or racism
- Other (please specify): We have white privilege training for leadership and the Board, have help open conversations on race and power, have signed up to the Fair Share pledge

If you changed/introduced policies, or changed HR practices, please outline the changes in more detail here:

We have introduced Diversity Champions (as explained above), changed all of our job descriptions and ads to include values/behaviours around inclusion, we have done an audit of the diversity implications of all major HR change processes, the HR team has had externally-facilitated sessions on diversity, etc.

Among the above-mentioned actions, which have had the greatest impact?

Hard to tell but my favourite is the Diversity Champions; they have transformed the way that recruitment processes are done

How do these actions differ from what you have done in the past with regards to DEI initiatives?

Two important differences: DEI is an integral part of our new strategy (part of our commitments to improve the 'how' as well as the 'what') and we have more measurable commitments to check progress.

The next set of questions focuses on staffing and what percentage of your staff come from under-represented groups. This can be defined as People of Colour, representatives of local communities, or other marginalized groups. If including 'other marginalized' groups, please share how your organisation defines this:

We have developed a comprehensive Equalities survey that seeks to capture multiple dimensions of marginalisation, including traditional areas where we have relatively good data (e.g. gender, ethnicity) but also seeks to map our staff on newer dimensions (e.g. class, sexual identity).

What percentage of your staff come from under-represented groups, defined as People of Colour, representatives of local communities, or other marginalized groups?

- 15 to 30%

What percentage of your staff come from under-represented groups, defined as People of Colour, representatives of local communities, or other marginalized groups?

- 15 to 30%

Has your organisation hired new staff since May 2020? If yes, what percentage of new staff come from an underrepresented group?

- 30 to 50%

What percentage of your leadership team comes from under-represented groups?

- Less than 15%

Has your organisation seen any change in composition of your leadership since May 2020? If yes, what percentage of new leadership staff comes from an underrepresented group?

- 30 to 50%

What percentage of your board members come from under-represented groups?

- 30 to 50%

Has your organisation seen any change in the composition of your board / governance structure since May 2020? If yes, what percentage of new board/governance members are from an underrepresented group?

- 30 to 50%

If relevant, please provide any explanatory details about your staffing:

Above is for Oxfam GB staff based in the UK (i.e. not in-country programmes)

If your organisation made an external statement, what was the most important reason to do so?

- Other (please specify):
- To show that DEI is an integral part of our journey of transforming Oxfam, i.e. if the development sector is to be fit for future purpose, it needs to tackle on diversity and decolonisation head on, and publicly

Who in your organisation is responsible for addressing diversity, equity, and inclusion?

- Senior leadership

What steps has your organization taken to measure and evaluate progress in diversity, equity and inclusion within the organization?

- Tracking the racial background of staff and board members
- Staff sentiment surveys
- Inclusion in strategic plans and KPIs

- Public reporting

How many racism or discrimination allegations did your organisation receive since May 2020?

- Other (please specify):
- I dont have the data to hand. My sense is that it will be more than 10 but we do have a UK staff of 2000+

How many investigations did you conduct?

N/A

How many of the allegations were determined to be well-founded?

N/A

How many staff faced disciplinary action as a result of those investigations since May 2020?

- Other (please specify):
- N/A

Where has your organisation struggled the most in advancing the DEI agenda? What challenges do you face?

Bringing staff on the journey with us on why this is important, urgent and transformative

Do you have any additional comments?

No

Save the Children International

What commitments did your organisation make in response to the push for greater diversity, equity, and inclusion in the humanitarian sector?

- To increase the diversity of our leadership across Save the Children International and Save the Children members, to better represent the children and communities we serve.
- To launch a Diversity, Equity and Inclusion Policy for Save the Children International and Save the Children members by July 2021.
- To deliver mandatory unconscious bias training to all staff by end of 2021.
- To work with Diversity and Inclusion employee networks to make informed internal improvements, and work towards a truly diverse and inclusive workforce.
- To measure the diversity of our staff across at all levels which can be used to shape our strategy, pay gaps and improve equity for diverse groups, enabling us to become a truly diverse and inclusive workforce.

- To carry out a review of our talent for both acquisition and development, focusing on diversity equity and inclusion.
- To carry out pay audits with focus on gender and diversity equity across Save the Children International
- Enable and support inclusion groups that guide us and engage leadership in improving diversity

For each of those commitments, what progress has been achieved?

- Over 50% of our leaders across Save the Children are women
- Approx. 50% of our leadership in Save the Children International are people of colour
- Over 50% of employees that are being trained up in our leadership programmes for senior roles in country offices are people from a diverse background and women
- We measured progress of our diversity on a quarterly basis; Pay gap analysis to be conducted in Q3/Q4 2021

What actions has your organisation taken to improve DEI since May 2020? (Choose all that apply)

- Issued an internal statement
- Convened internal meetings / workshops to discuss the issue
- Changed / introduced policies
- Changed HR practices
- Created new positions dedicated to DEI
- Increased diversity among staff or board
- Issued an external statement
- Investigated cases of racism or discrimination
- Created/improved a whistleblower policy
- Reviewed salary levels / retention numbers of non-white staff
- Introduced / improved mechanisms to report discrimination or racism

If you changed/introduced policies, or changed HR practices, please outline the changes in more detail here:

- Recruitment for any position is carried out in a fair and non-discriminatory manner based on objective criteria related to the needs of the job, and apply such criteria equally at all stages during the process to all applicants at all levels.
- Ensure that no employee is disadvantaged in the provision of appropriate training and development opportunities.
- Monitor DEI actions to identify gaps in data and take steps to fill those gaps through quantitative and qualitative analysis.

Among the above-mentioned actions, which have had the greatest impact?

- Review of our current talent with focus on diversity - DEI employee groups - Pay audits - Dialogue internally within SCI and commitment of the leadership

How do these actions differ from what you have done in the past with regards to DEI initiatives?

- Commitments and DEI strategy from previous years has been scaled up across the organisation, with stronger accountability measures from leadership, more awareness and focus

The next set of questions focuses on staffing and what percentage of your staff come from under-represented groups. This can be defined as People of Colour, representatives of local communities, or other marginalized groups. If including 'other marginalized' groups, please share how your organisation defines this:

Respondent skipped this question

What percentage of your staff come from under-represented groups, defined as People of Colour, representatives of local communities, or other marginalized groups?

- More than 50%

What percentage of your staff come from under-represented groups, defined as People of Colour, representatives of local communities, or other marginalized groups?

- More than 50%

Has your organisation hired new staff since May 2020? If yes, what percentage of new staff come from an underrepresented group?

- 30 to 50%

What percentage of your leadership team comes from under-represented groups?

- 30 to 50%

Has your organisation seen any change in composition of your leadership since May 2020? If yes, what percentage of new leadership staff comes from an underrepresented group?

- None

What percentage of your board members come from under-represented groups?

- Less than 15%

Has your organisation seen any change in the composition of your board / governance structure since May 2020? If yes, what percentage of new board/governance members are from an underrepresented group?

- None

If relevant, please provide any explanatory details about your staffing:

Save the Children works across 120 countries, and 98% of staff in Save the Children International are from the countries where we work.

If your organisation made an external statement, what was the most important reason to do so?

- To show support
- Other (please specify):
- And to express our solidarity with black people.

Who in your organisation is responsible for addressing diversity, equity, and inclusion?

- Senior leadership

What steps has your organization taken to measure and evaluate progress in diversity, equity and inclusion within the organization?

- Tracking the racial background of staff and board members
- Staff sentiment surveys
- Inclusion in strategic plans and KPIs
- Public reporting

How many racism or discrimination allegations did your organisation receive since May 2020?

- Other (please specify):
- In 2020, we did not receive any concerns relating to racism. Concerns/incidents recorded were around bullying, harassment, intimidation and sexual harassment.

How many investigations did you conduct?

We conduct investigations on all allegations relating to bullying and harassment.

How many of the allegations were determined to be well-founded?

Not applicable as we did not receive any concerns in 2020 relating to racism.

How many staff faced disciplinary action as a result of those investigations since May 2020?

- Other (please specify):
- Not applicable as we did not receive any concerns in 2020 relating to racism.

Where has your organisation struggled the most in advancing the DEI agenda? What challenges do you face?

Improving representation of black people at the Centre headquarters.

Save the Children UK

What commitments did your organisation make in response to the push for greater diversity, equity, and inclusion in the humanitarian sector?

Save the Children UK produced a diversity & inclusion strategy in collaboration with colleagues and staff networks across the organisation. It is currently being implemented and a diversity & Inclusion strategy implementation group chaired by the CEO has been established to oversee and monitor progress.

The strategy covers three main areas of work:

- Building an inclusive and equitable workplace
- Tackling underrepresentation of marginalised groups and equitable workplace and
- Decolonising Development and the way we work. Within this strategy numerous targets were set including, a target of 25 % of our executive leadership and our Corporate Senior Leadership team to be from Black, Asian & Minority Ethnic backgrounds.

We also developed and published some solidarity commitments of how we could start on a journey to become an anti-racist organisation in June 2020. These are reviewed every year with updates published on our website.

We have also established a new Diversity & inclusion team that reports to the CEO.

For each of those commitments, what progress has been achieved?

Our D & I strategy actions are on track, we have exceeded our ELT target as 29% of our ELT are from BAME backgrounds, we haven't as yet met our CSLT target.   We launched a pilot mentoring development programme for underrepresented groups (colleagues from BAME backgrounds, Colleagues with Disabilities, LGBT colleagues and those colleagues from underprivileged backgrounds) which has been received really well and not only offer mentoring but also sponsorship, development sessions and reverse mentoring.

We have launched our D & I objective setting asking all colleagues to set a diversity objective, established a D & I team that reports to the CEO, we are piloting D & I reps in each dept/division, this year we added a direct question of experience of bullying & harassment in our annual staff survey, we have developed guidance for recruitment managers on why we should have representative panels, we send out question themes to candidates before interview to cater for neurodiversity, we have for the first time a Black female Chair of Board, we have established an equal pay working group to target gaps found, we are focusing on our data to detect any patterns of unfair practice and we have started to review our policies.

We have started on our decolonising work by developing language guides/reviews and established a localisation Steering Group and initiated scoping work to [be] performed by Degan Ali Consultancy.

What actions has your organisation taken to improve DEI since May 2020? (Choose all that apply)

- Issued an internal statement
- Convened internal meetings / workshops to discuss the issue
- Changed / introduced policies
- Changed HR practices
- Created new positions dedicated to DEI
- Increased diversity among staff or board
- Issued an external statement
- Hired external consultants to advise the organization on DEI

- Investigated cases of racism or discrimination

If you changed/introduced policies, or changed HR practices, please outline the changes in more detail here:

We have reviewed some policies through a D & I lens and are reviewing our internal promotions process and also pay process to focus on Gender and Ethnicity pay gaps.

Among the above-mentioned actions, which have had the greatest impact?
It is too early to tell, but having a specialist diversity team reporting to the CEO has given a real platform to position effectively, diversity & inclusion across the organisation.

How do these actions differ from what you have done in the past with regards to DEI initiatives?
These actions are more targeted and specific than before.

The next set of questions focuses on staffing and what percentage of your staff come from under-represented groups. This can be defined as People of Colour, representatives of local communities, or other marginalized groups. If including 'other marginalized' groups, please share how your organisation defines this:

We have not defined which term to use as some colleagues in the organisation do not appreciate the term People of colour. We made the decision to use terms that we were comfortable with i.e. Black, Asian, Minority Ethnic or POC. A language review we developed reinforced the importance of setting out the different experiences that colleagues will have from different backgrounds i.e. experiences of Black staff will be different to experiences of Asian or Chinese staff therefore we must disaggregate data to find out the true picture/patterns and acknowledge that more focused actions and work will be needed to deal with the varied experiences. When we look at data we do use the overall BAME category but then also break down to the categories Black, Asian, Mixed, Other etc obviously without contravening data protection.

What percentage of your staff come from under-represented groups, defined as People of Colour, representatives of local communities, or other marginalized groups?

15 to 30% (19% BAME)

What percentage of your staff come from under-represented groups, defined as People of Colour, representatives of local communities, or other marginalized groups?

Respondent skipped this question

Has your organisation hired new staff since May 2020? If yes, what percentage of new staff come from an underrepresented group?

Other (please specify): We do not have this data at present.

What percentage of your leadership team comes from under-represented groups?

15 to 30%

Has your organisation seen any change in composition of your leadership since May 2020? If yes, what percentage of new leadership staff comes from an underrepresented group?

Other (please specify): As above question.
What percentage of your board members come from under-represented groups?

We don't have quality monitoring data for board but are starting to work on a project for this

Has your organisation seen any change in the composition of your board / governance structure since May 2020? If yes, what percentage of new board/governance members are from an underrepresented group?

Other (please specify): We don't have equality monitoring data for our board – but we have our first ever Black Chair of the Board.

If relevant, please provide any explanatory details about your staffing:

Respondent skipped this question

If your organisation made an external statement, what was the most important reason to do so?

To show support

Who in your organisation is responsible for addressing diversity, equity, and inclusion?

- Senior leadership
- Board
- Media / communications team
- HR
- External consultants
- Other (please specify)

I tried to tick all of them but it wouldn't let me – All the above have responsibility but we have a dedicated D & I team of 3.

What steps has your organization taken to measure and evaluate progress in diversity, equity and inclusion within the organization?
- Tracking the racial background of staff and board members
- Staff sentiment surveys

How many racism or discrimination allegations did your organisation receive since May 2020?

5 to 10

How many investigations did you conduct?

Respondent did not answer.

How many of the allegations were determined to be well-founded?

Don't understand this question and don't have this info. I would answer N/A due to protecting confidentiality

How many staff faced disciplinary action as a result of those investigations since May 2020?

Other (please specify): Again N/A due to protecting confidentiality.

Where has your organisation struggled the most in advancing the DEI agenda? What challenges do you face?

It has been extremely challenging during the various lockdowns to foster candid and open debate on real D & I issues. Having to address sensitive issues in a virtual environment does have its drawbacks however we have had the opportunity to reach more people through meetings, seminars and events which has in some cases worked really well.

Having a large 900 strong workforce with large divisions can be particularly challenging on the communication front, when we launched our new D & I strategy it was done virtually and we started its implementation in a virtual world. The main challenge has been having the environment where we can have brave discussions where colleagues feel comfortable sharing their experience, their values and opinions.   We are getting better at this as we become more savvy with the way we structure these sessions and focus groups i.e. using more polls and blogs, brave spaces and lunchtime talks etc. but we have lost the face to face contact which was vital when talking openly about D & I in order to create allyship, joint working and championing DEI. We are currently designing an education programme on DEI that will involve online group sessions on areas such as bias, anti-racism, allyship, white privilege and other themes of inclusion.   So here we aim to be innovative in how it is structured and delivered to ensure maximum engagement and openness to facilitate honest and candid discussion on where we are on this journey.

Another challenge is taking meaningful action, of which now we are doing more of but need to have more confidence in acting on our data and the issues that have been highlighted. We are getting better at this but it [is] indeed a complex journey.

United Nations High Commissioner for Refugees (UNHCR)

It is great that the New Humanitarian is researching progress in the area of Diversity, Equity and Inclusion among the humanitarian sector. There is so much important work being done and UNHCR is fully invested across all levels of our organization and throughout our operations in our DEI work. As we are in the midst of our own DEI assessment and programming, rather than offer incomplete information, we are happy to provide this attributable quote.

"Over the past year and a half, attacks against Black, Brown, Asian and Indigenous people, toxic language, and daily and sustained racially charged acts have challenged the world to re-examine prejudice, privilege, bias and behavior. Both within UNHCR's workforce and throughout our operations, we are prioritizing diversity, inclusion and representation.

Racism and racial discrimination are a root cause of persecution and displacement. A failure to eliminate racial discrimination will continue to force innocent people to flee and fear for their lives; fighting racism is core to UNHCR's mandate.

Moreover, within our organization and staff we have made important progress on improving race equality and equity in UNHCR. A robust program of anti-racism work is taking place in the field and at HQ through formal and informal dialogue, trainings and webinars, and through both staff-led groups and an independent internal review to establish a baseline and action plan on Diversity, Equity and Inclusion. We've issued public [guidance](#) for our workforce to address racism and xenophobia.

From its senior-most leadership through all its teams around the world, UNHCR is committed to not only fighting against racism, but becoming an actively anti-racist organization."

UN Office for the Coordination of Humanitarian Affairs (OCHA)

An OCHA spokesperson said:

"Diversity, equality and inclusion must form the bedrock of the entire UN system. We are determined to increase the diversity of OCHA's workforce and we are achieving this through the recruitment of diverse talent for senior positions, promoting national staff to international roles, and investing in leadership development. We are equally committed to eliminating all forms of discrimination in our organization and have taken steps to achieve this, including through staff training and engagement.

"We're making progress. We have now reached gender parity overall in OCHA and we have increased the proportion of our workforce that comes from African and Asian backgrounds since May 2020.

"But there is much more to do and we should never be complacent. Diversity, equality and inclusion are a strategic priority for the newly appointed Under-Secretary-General for Humanitarian Affairs and the entire leadership team and we will be working with all parts of the organization to be the best we can be."

The World Food Programme

Thank-you for the invitation to participate in this survey. Instead of agreeing to this proposal, WFP would like to provide a statement capturing progress made towards diversity, equity and inclusion. I have copied this, below. You may quote from it in full:

The United Nations World Food Programme (WFP) is committed to building a diverse and inclusive workplace where everyone is treated with dignity and respect. Our mission is to foster a culture of inclusion where everyone is celebrated in spite of their different human identities.

Extensive work to achieve a more inclusive workplace is well underway and already showing positive results: since 2017, WFP's women representation has increased from 34% in 2017 to 41% in 2021. This period marks the beginning of WFP Executive Director, David Beasley's tenure. This includes three women in top leadership functions, sitting in a more diverse WFP leadership group. WFP's focus on ensuring an inclusive and respectful workplace has also seen discriminatory and abusive behaviour continually decrease. Our organisation continues to have a zero-tolerance approach towards discrimination and harassment of any kind.

As we strive towards becoming an employer of choice, WFP aims to achieve some of the highest workplace standards in the humanitarian world. In 2020, WFP was the first UN entity to appoint a dedicated Assistant Executive Director for workplace culture, spearheading a comprehensive action plan to improve workplace culture standards and tackle abusive and discriminatory behaviour. Earlier this year, WFP's first ever People Policy, approved by its Executive Board, set out the organization's vision of our future workforce; engaging and empowering our colleagues to thrive in an improved, respectful, and inclusive workplace.

WFP has also created a dedicated Diversity and Inclusion unit, which demonstrates that improving the employee experience is an organisational imperative. Our strategic objectives include racial equity and inclusion, disability inclusion, gender identity and orientation, broadening the focus to other Diversity and Inclusion dimensions beyond gender. Our accelerated approach to Diversity, Equity, and Inclusion plays an integral role in WFP's People Policy as referenced above - one of these top priorities being 'diverse and inclusive'. WFP is currently developing a plan of action to promote both equity and inclusion. At WFP, we remain focused on constantly improving to ensure an even better culture of integrity, dignity, and respect in the workplace and with the people we serve.

Questions:

What commitments did your organisation make in response to the push for greater diversity, equity, and inclusion in the humanitarian sector?

For each of those commitments, what progress has been achieved?

What actions has your organisation taken to improve DEI since May 2020? (Choose all that apply)
- Issued an internal statement
- Convened internal meetings / workshops to discuss the issue

- Changed / introduced policies
- Changed HR practices
- Created new positions dedicated to DEI
- Increased diversity among staff or board
- Reviewed salary levels / retention numbers of non-white staff
- Issued an external statement
- Hired external consultants to advise the organization on DEI
- Investigated cases of racism or discrimination
- Introduced / improved mechanisms to report discrimination or racism
- Assigned an internal workplace counselor or person staff can speak to in confidence
- Created/improved a whistleblower policy
- Increased partnership with local organisations
- Increased funding to local organisations
- Devolved decision-making to local level
- None
- Other (please specify)

If you changed/introduced policies, or changed HR practices, please outline the changes in more detail here:

Among the above-mentioned actions, which have had the greatest impact?

How do these actions differ from what you have done in the past with regards to DEI initiatives?

The next set of questions focuses on staffing and what percentage of your staff come from under-represented groups. This can be defined as People of Colour, representatives of local communities, or other marginalized groups. If including 'other marginalized' groups, please share how your organisation defines this:

What percentage of your staff come from under-represented groups, defined as People of Colour, representatives of local communities, or other marginalized groups?
- Less than 15%
- 15 to 30%
- 30 to 50%
- More than 50%
- Other (please specify)

What percentage of your staff come from under-represented groups, defined as People of Colour, representatives of local communities, or other marginalized groups?
- Less than 15%
- 15 to 30%
- 30 to 50%
- More than 50%
- Other (please specify)

Has your organisation hired new staff since May 2020? If yes, what percentage of new staff come from an underrepresented group?
- None

- Less than 15%
- 15 to 30%
- 30 to 50%
- My organisation has not hired new staff since May 2020
- Other (please specify)

What percentage of your leadership team comes from under-represented groups?
- None
- Less than 15%
- 15 to 30%
- 30 to 50%

Has your organisation seen any change in composition of your leadership since May 2020? If yes, what percentage of new leadership staff comes from an underrepresented group?
- None
- Less than 15%
- 15 to 30%
- 30 to 50%
- The leadership of organisation has not changed since May 2020
- Other (please specify)

What percentage of your board members come from under-represented groups?
- None
- Less than 15%
- 15 to 30%
- 30 to 50%
- More than 50%

Has your organisation seen any change in the composition of your board / governance structure since May 2020? If yes, what percentage of new board/governance members are from an underrepresented group?
- None
- Less than 15%
- 15 to 30%
- 30 to 50%
- More than 50%
- The composition of our board / governance has not changed since May 2020
- Other (please specify)

If relevant, please provide any explanatory details about your staffing:

If your organisation made an external statement, what was the most important reason to do so?
- External pressure
- Internal pressure
- To show support
- Cases of discrimination reported
- Other (please specify

Who in your organisation is responsible for addressing diversity, equity, and inclusion?
- Senior leadership
- Board
- Media / communications team
- HR
- External consultants

What steps has your organization taken to measure and evaluate progress in diversity, equity and inclusion within the organization?
- Tracking the racial background of staff and board members
- Staff sentiment surveys
- Inclusion in strategic plans and KPIs
- Public reporting
- Other (please specify)

How many racism or discrimination allegations did your organisation receive since May 2020?
- None
- Less than 5
- 5 to 10
- More than 10
- Other (please specify)

How many investigations did you conduct?

How many of the allegations were determined to be well-founded?

How many staff faced disciplinary action as a result of those investigations since May 2020?
- None
- Less than 5
- 5 to 10
- More than 10
- Other (please specify)

Where has your organisation struggled the most in advancing the DEI agenda? What challenges do you face?

Do you have any additional comments?