



Race and racism audit of IIED's internal policy, structure and culture

Summary of 2022 findings and 2023/24 updates

July 2024

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Anti-racism at IIED is to acknowledge that racial inequality has no place within sustainable development (or the systems we operate in), and we commit to actively advocating to influence policies and change structures, practices and attitudes that eliminate structural and individual racism. We also commit to taking ownership of our own learning to better understand the experiences of racialised people so the work we do with our stakeholders and communities operates from an anti-racist lens.

— IIED Equity, Inclusion and Justice Strategy

Acronyms and abbreviations

DEI	diversity, equity and inclusion
EIJC	Equity, Inclusion and Justice Committee
ILE	internal learning exercise
PDR	professional development review
RRWG	Race and Racism Working Group
SMT	senior management team

Key terms

racism	“The set of circumstances artificially created over generations, through European colonialism, and which holds ‘Whiteness’ to be superior. Structural racism affects individuals on a day-to-day basis; one person may be overlooked for a job because someone with a ‘more English’ sounding name is preferable; another may never get to see someone who looks like them in a role of significance to which they aspire. Structural racism also means that, collectively, people of colour are held back from achieving their cultural, political and economic potential, and are kept distant from power, representation, and resources.” ¹
anti-racism	is the work of actively opposing racism by advocating for changes in political, economic, and social life. ²

¹ Laurie Mompelat, Runnymede Trust.

² Race Forward (2015) [Race Reporting Guide](#).

Introduction

Background

In January 2022, IIED commissioned The Better Organisation Consultancy Ltd ([‘The Better Org’](#)) to conduct a race and racism audit of its policies, practices and internal structural and cultural issues that might inhibit or support IIED’s efforts towards becoming an anti-racist organisation.³

The audit formed part of a broader Work Plan, developed by IIED’s internal Race and Racism Working Group (RRWG) in consultation with The Better Org. The aim was to provide a baseline assessment of IIED’s readiness to advance anti-racist action internally and generate the data needed to keep IIED’s commitment to anti-racism at the top of its strategic agenda.

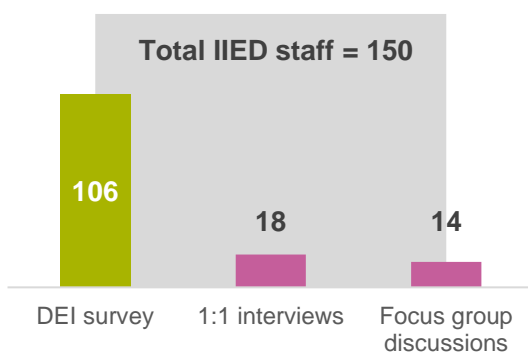
The audit focused on five learning questions (Box 1), developed in consultation with IIED. In its problem statement, IIED noted:

“It is clear that we lack diversity in our leadership and across a range of decision-making bodies in IIED. Our internal policies fail to create opportunities for people of colour. ... There is a lack of shared knowledge and understanding of how racism plays out within IIED, and a lack of data, alongside a lack of engagement with people of colour about their lived experience in the institute. This is not in line with IIED values and therefore must change.”

Data collection and analysis took place between April 2022 and October 2022. The Better Org employed a mixed-methods approach that included document review, an all-staff survey, focus group discussions, and 1:1 interviews with staff, leadership and board members (Figure 1).

Due to insufficient demographic data at the time of the audit, it was not possible to identify a focus sample of IIED staff for 1:1 interviews or group discussions; instead, the consultants issued an open call to all staff, inviting them to express interest in participating. Lack of data also meant that The Better Org could not undertake any pay gap analyses.⁴ For more on the audit’s data sources and analytical approaches, see [the Race Audit page on the IIED website](#).

Figure 1. Number of audit participants



Source: The Better Org (2022).

Box 1. Audit questions

1. To what degree does IIED have a collective understanding of anti-racism?
2. How does the existing strategy and culture at IIED support anti-racist practice?
3. Does IIED have the capability and competency to deliver the anti-racist agenda?
4. To what degree does IIED have the capacity (people) to deliver the anti-racist agenda?
5. How does race/ethnicity impact the experience of staff and consultants?

³ The audit was commissioned to look at IIED’s internal operations; engagement with external partners and stakeholders was beyond the formal scope.

⁴ Where IIED was able to provide information on demographics, the consultants factored it into their analysis (see methodology). Since the audit, IIED has improved its data collection and analysis processes, and has conducted gender and race pay gap analyses (see [Key developments](#)).

The audit's assessment

In its report, The Better Org recognised that IIED had demonstrated “a strong commitment to strengthening its anti-racist practice” (p 22) and had begun to develop and implement interventions that would support this (eg, Figure 2). The audit noted “a big appetite for change at IIED” (p 34); staff felt inspired by and proud of the work being done — and hoped to have more space for radical and critical work within the organisation.

However, the audit also identified several operational and strategic issues to be addressed,⁵ and, importantly, heard from staff who had experienced and/or witnessed discriminatory or harassing behaviour due to race at IIED (see [Experiences within IIED](#)).

Overall, The Better Org concluded that, at the time of the audit, IIED's infrastructure was “not robust enough to deliver a thorough anti-racist agenda” (p 5). The key reasons for this were:

- Lack of clarity about the strategic responsibility for delivering IIED's commitment to anti-racism
- Inadequate budgetary and human resourcing of anti-racist work
- No unified level of understanding on issues of racism and anti-racism
- Limited practical application of anti-racist concepts in organisational policies
- Lack of accountability — specifically with regards to safe reporting
- Insufficient demographic data collection methods
- Internal operating model limits opportunities for collaborative engagement in anti-racism work

The Better Org made 18 recommendations for change across IIED's culture, structure and leadership. All audit findings and recommendations are summarised in the following section of this document and can be found in full on [the IIED website](#).

Responding to the findings

The audit report was published internally in December 2022. In particular, there were significant lessons to be learned about people's experiences within IIED. Throughout 2023 and into 2024, staff and leadership have engaged in considerable reflection, discussion and practical work (see Figure 2). This has included the creation of roles and accountable structures dedicated to DEI and anti-racism and greater representation of Black staff and staff of colour in senior-level decision-making (see [Key developments](#)). Recommendations relating to operating models and structures have been carried forward into the development of IIED's new strategy.⁶

This document

Following feedback from staff, IIED committed to sharing the 2022 audit's findings publicly. This document provides a summary of key issues, all 18 recommendations and progress updates on work that has taken place since the audit was concluded. It has been compiled by an independent editor, in collaboration with the DEI Manager and members of the RRWG.

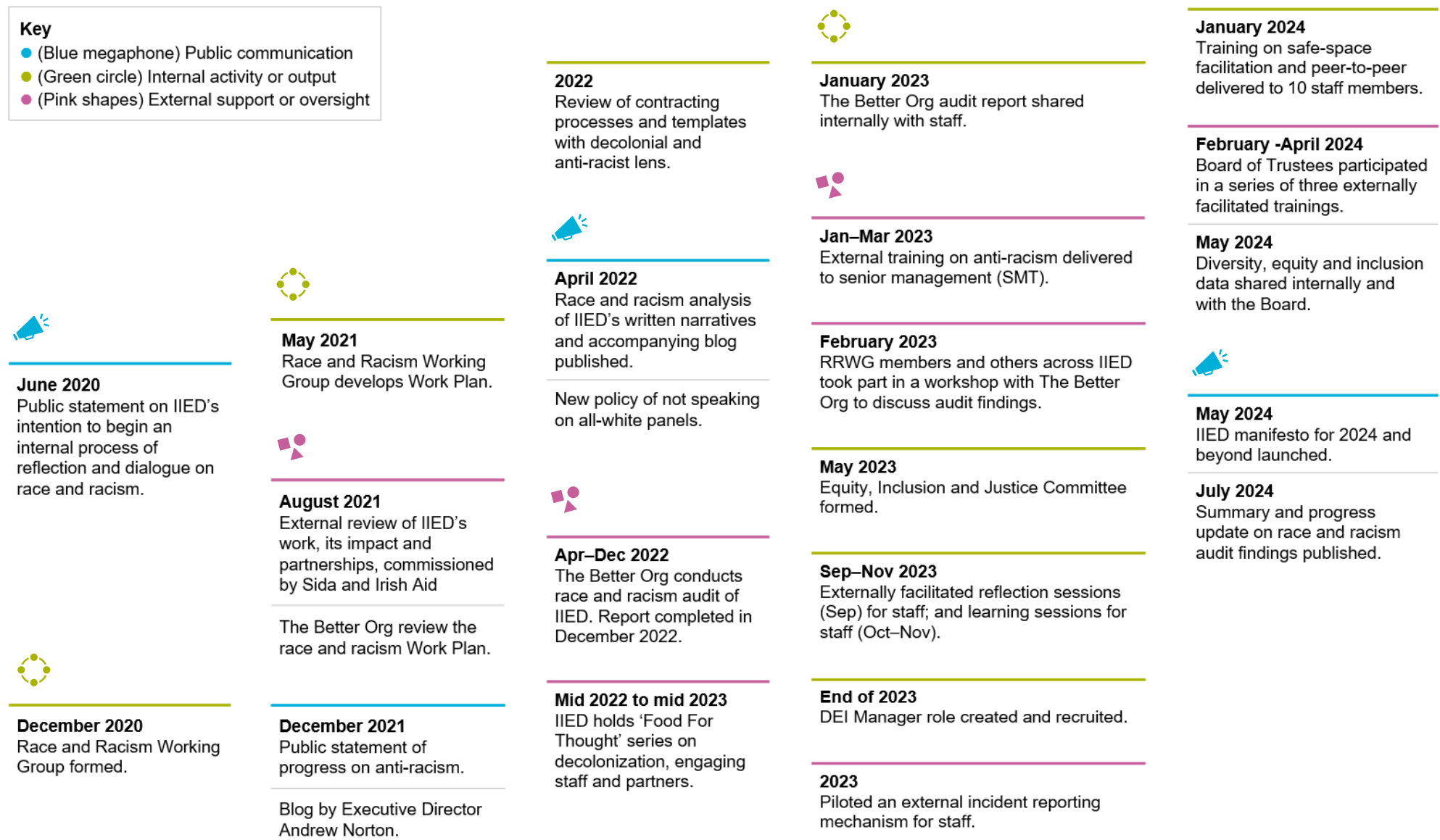
All findings in the following section draw on data collected during the 2022 audit. Recommendations are numbered according to the original audit report but grouped thematically (and are therefore non-sequential) for readability and easy cross-referencing. It should also be noted that the areas for change (structure, culture and leadership) are indicative only; in practice these are inextricable.

IIED remains committed to becoming an actively anti-racist organisation. We are open to sharing what we've learnt with other organisations, and to learning from them, to ensure equity, inclusion and justice for our staff and across the sector.

⁵ Particularly high staff turnover in the People Team during 2021/22 was a factor in some of the deficits identified.

⁶ IIED was mid-way through its [2019–2024 organisational strategy](#) at the time of the audit.

Figure 2. Timeline of key moments in IIED's anti-racism journey 2020–2024



Summary findings, recommendations and updates

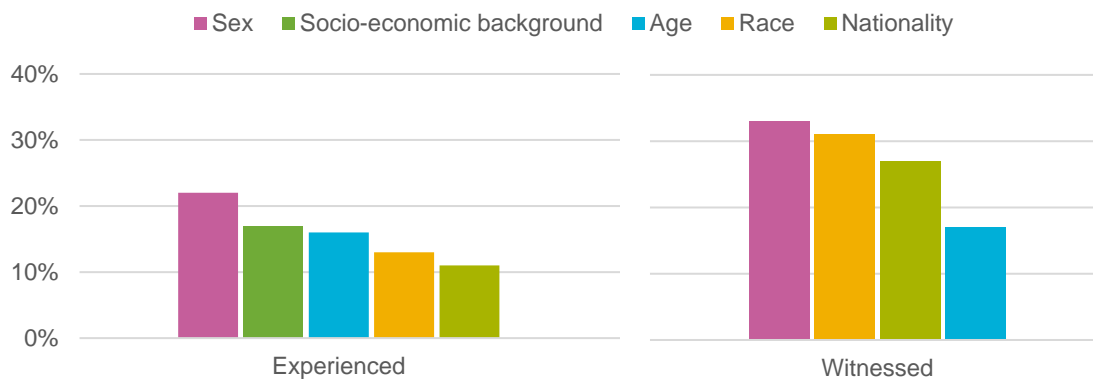
Experiences of discrimination and harassment at IIED

The Better Org staff survey asked respondents about their experiences (first- or second-hand) of discriminatory or harassing behaviour at IIED *for any reason* — not only race. Respondents were provided a list of discriminatory or harassing behaviours and asked to select all that applied.

Almost half (48%) of respondents to the staff survey said that they had *experienced* some sort of discriminatory or harassing behaviour while at IIED, **of whom 13% cited race as a factor**.⁷ More than half (56%) of respondents said that they had *witnessed* some sort of discriminatory or harassing behaviour while at IIED, **of whom 31% cited race as a factor**.

It is worth noting that, according to the demographic data collected by The Better Org survey, the vast majority of survey respondents identified as White (79%); non-disabled (88%); middle- or upper-middle class (86%); and cis-female (71%).

Figure 3. Factors that caused or contributed to the discriminatory or harassing behaviour survey respondents had either experienced or witnessed at IIED (% of respondents)



Box 2. Discriminatory or harassing behaviour

1. Insulting remarks or behaviour
2. Microaggressions (everyday verbal and non-verbal slights, indignities, put-downs and insults that undermine, belittle, stereotype or insult those in minority groups)
3. Differential treatment from supervisor or others in positions of power
4. Facing sanctions for voicing opinions
5. Pay or benefits discrimination
6. Having to work harder than others to 'prove' oneself
7. Being denied opportunities for progression

⁷ Respondents were asked to select **all that applied** from the following list: race; gender identity; sex; sexual orientation; disability; nationality; religion or belief; marital status; pregnancy and maternity; age; socio-economic background.

Collective understanding of key concepts

Key findings

Developing well	Needs improvement
<p>When asked, most respondents to the staff survey felt they personally had a good conceptual understanding of race, racism and anti-racism, decolonisation, intersectionality, power and privilege. Although this level of understanding was self-reported, the audit found it reasonable to assume given that numerous all-staff discussions, reflections and trainings on race and racism took place at IIED throughout 2021.</p>	<p>Limited evidence of a collective understanding of anti-racism. The audit found that staff had not reached a unified level of understanding on issues of racism and anti-racism, or even a unified belief in the experiences of Black staff and staff of colour. One survey respondent said that, among fellow staff members, deeply held misconceptions and stereotypes when it came to race and gender persisted, which would hamper the ability to process issues of diversity as an organisation. And while there is some level of <i>conceptual</i> understanding, the audit found little evidence that knowledge of race, racism and anti-racist practice had been practically applied to cultural practice, policies and processes, or leadership approaches.</p>
<p>At the organisational level, IIED's public statements on race and racism suggest a degree of sensitisation to these issues and a normalisation of discourse around race and racism.</p>	<p>A lack of collective, organisational understanding was evident in the fact that there were no dedicated resources for anti-racist work (see section on Strategic and operational responsibility for anti-racism efforts).</p>

Recommendations

CULTURAL CHANGE

2

Provide ongoing, supported facilitation spaces to promote communal care and wellbeing, and safe and brave discussion on racism and anti-racism. Recommend external facilitation so as not to overburden staff and to provide equal access for all.

2023/24 progress update

- ✓ Reflection spaces have taken place, facilitated by The Better Org. Feedback has been shared to improve these spaces and inform training.
- ✓ Three-month pilot of a safe reporting mechanism, provided by external consultancy Howlett Brown.
- ✓ In advance of bringing supported reflection spaces and safe reporting in-house, the People Team organised a training for staff on safe-spaces facilitation and enhanced peer-to-peer support. Ten people were trained in January 2024.
- ⊕ Work is underway to develop a new internal safe reporting tool, incorporating feedback and learning from the Howlett Brown pilot.

12b

Initiate a robust, annual all-staff training programme on anti-racism. Accountability for this should rest with the People Team, in partnership with the RRWG and senior management.

- ✓ Training provided by The Better Org in October and November 2023.

Practical application in policies and processes

Key findings

Developing well	Needs improvement
<p>IIED's key employment and management policies follow some elements of good practice when it comes to diversity, equity and inclusion.</p>	<p>Policies fail to account for or attempt to shift power inequities that exist within accepted 'good practice' of organisations headquartered in Global North and working within countries and communities located in the Global South. The audit noted in particular the lack of cultural accessibility for staff and associates who have limited understanding or experience of working within a UK-based organisation.</p> <p>A majority of staff called into question IIED's ability to implement a truly diverse equitable and inclusive recruitment process. Many felt that IIED's hiring for several roles in 2022 did not align with and failed to model the organisation's anti-racism commitments. This includes the hiring process for two significant leadership position and relates to both backfilling roles and candidate selection. Survey respondents, interviewees and focus group participants did not agree that candidates from diverse backgrounds or accessibility needs would feel comfortable throughout the IIED recruitment process.</p> <p>IIED's staff is not racially diverse: the vast majority of the 106 staff members surveyed by The Better Org identified as White (79%). For comparison, in the 2021 Census, this figure was 82% for England and Wales and 54% for London.⁸</p>
<p>Staff survey participants were mostly familiar with IIED's policies on diversity, equity and inclusion; and bullying and harassment.</p>	<p>A significant minority of staff were not familiar with several key IIED policies:</p> <ul style="list-style-type: none"> • A fifth of staff were not familiar with IIED's policies on sexual harassment, and discrimination. • A quarter were not familiar with IIED's training and development policy. • More than a third were not familiar with IIED's promotion policy.
<p>IIED was in the process of implementing of a new Distributed Workforce Policy, which aimed to enable staff to work in different geographical locations without negatively impacting contractual benefits.</p>	<p>The People Team were unable to fully operationalise IIED's new Distributed Workforce Policy, wholly or partially due to particularly high levels of staff turnover in the team during this period.</p>
<p>IIED staff generally expressed a desire to be more anti-racist, both at work and in their personal lives. Staff felt proud of IIED's antiracism efforts and proud to be a part of them. They hoped to have more space for radical and critical work within the organisation.</p>	<p>Certain staff members felt they did not have the tools or knowledge to be more anti-racist — specifically in a practical way — and did not know where to begin.</p>

⁸ 'White British' and 'White other' taken together. In The Better Org survey, there was just one category for 'White'. [ONS \(2022\) Ethnic group, England and Wales: Census 2021](#).

Recommendations

CULTURAL CHANGE

11

Undertake a robust assessment of its current engagement with partners and should repeat this assessment annually. This assessment should explore IIEDs approach to partnerships and the power dynamics embedded within partnerships.

2023/24 progress update

- ⊕ Advancing through an internal learning exercise (ILE) on equitable partnerships, which is also informing the new IIED strategy for 2024 onwards.

STRUCTURAL CHANGE

5

Explore the impact of high staff turnover in HR. As the People Team stabilises, work to right low levels of trust in the organisation's HR function by promoting greater awareness of HR policies, procedures and protections for IIED staff and associates.

2023/24 progress update

- ✓ IIED appointed a Head of People and five other staff⁹ to the People Team in 2023, stabilising the HR function.
- ✓ The People Team published (internally) a service level agreement to highlight their offer and commitment to the organisation.
- ⊕ Plans are underway to continue to strengthen the people team and a permanent Organisational Development Manager/lead is being recruited.

6

Review current recruitment cycle and revise employment policies and practices that may negatively impact the attraction and progression of candidates or staff who are Black or people of colour, with specific attention to explicit or implicit biases.

2023/24 progress update

- ✓ The People Team, in consultation with the Union and others, has updated recruitment and selection policies, and revised IIED's contracting templates after reviewing them with a decolonial and anti-racist lens.
- ✓ The People Team has developed a training on inclusive recruitment for all hiring managers, and all job interviews now include one values-based question and one DEI-based question.
- ✓ The organisation now has DEI data for staff and has undertaken a gender and race pay gap analyses. Improvements have been agreed; specific targets and key performance indicators not yet set.
- ⊕ When updating and refreshing all other policies to look into biases against Black staff and staff of colour.
- ⊕ Plans are underway to continue to strengthen the people team and a permanent Organisational Development Manager/lead recruitment.

⁹ Including a new DEI Manager.

Safe spaces, support and accountability

Key findings

Developing well	Needs improvement
	<p>During the audit, Black staff and staff of colour spoke of experiencing direct and indirect harassment and discrimination while working at IIED. Almost half (48%) of all respondents to the staff survey said they had <i>experienced</i> some sort of discriminatory or harassing behaviour while at IIED, of whom 13% cited race as a factor.¹⁰ (In the same survey 79% identified their own race as 'White'.) More than half (56%) of respondents said they had <i>witnessed</i> some sort of discriminatory or harassing behaviour while at IIED, of whom 31% cited race as a factor. See previous section on experiences at IIED.</p> <p>Black people and people of colour expressed concern about the absence of safe spaces, clear channels or platforms which they could use to speak up about experiences of racism, and discriminatory or unequitable behaviours.</p>
<p>IIED has made efforts to demonstrate public accountability for its anti-racism commitments.</p>	<p>Internal (particularly upward) accountability is lacking — including for discriminatory and harassing behaviour. Almost half (48%) of survey participants who had either experienced or witnessed discriminatory or harassing behaviours took no action because they did not know who to speak to (52%) and/or because they feared the consequences (42%). More than a third of all staff survey respondents said they were unaware of how to report concerns of harassment or discrimination. Participants also expressed a lack of trust in IIED's handling of discrimination and harassment cases.</p> <p>Generally, there was a fear of adverse consequences when it came to speaking up or out. More than a fifth of people disagreed or strongly disagreed with the statement "I can voice a contrary opinion without fear of negative consequences."</p>

Recommendations

CULTURAL CHANGE

- 2** | Provide ongoing, supported facilitation spaces to promote communal care and wellbeing, and safe and brave discussion on racism and anti-racism. Recommend external facilitation so as not to overburden staff and to provide equal access for all.
- 12b** | Annual all-staff training programme on anti-racism (see Recommendation 12a) should include sessions on creating and maintaining psychologically safe cultures at work.
- 2023/24 progress update**
- ✓ Reflection spaces have taken place, facilitated by The Better Org. Feedback has been shared to improve these spaces and inform training.

¹⁰ Respondents were asked to select **all that applied** from the following list: race; gender identity; sex; sexual orientation; disability; nationality; religion or belief; marital status; pregnancy and maternity; age; socio-economic background.

- ✓ Three-month pilot of a safe reporting mechanism, provided by external consultancy Howlett Brown.
- ✓ In advance of bringing supported reflection spaces and safe reporting in-house, the People Team organised a training for staff on safe-spaces facilitation and enhanced peer-to-peer support. Ten people were trained in January 2024.
- ⊕ Work is underway to develop a new internal safe reporting tool, incorporating feedback and learning from the Howlett Brown pilot.

STRUCTURAL CHANGE

3

Review the existing mental health and wellbeing support systems that are available to staff and work to ensure that staff are aware of, have access to and can navigate these. Consider also informal support systems, given issues with staff trust.

2023/24 progress update

- ✓ People Team continue to communicate with staff about the Employee Assistance Programme (EAP) and plans for international mental wellbeing support.
- ⊕ Plan underway to incorporate support into IIED's formal staff mentoring scheme, ensuring there is adequate diversity and representation among mentors and mentees.

4

Put in place stronger internal accountability systems for staff and associates. These should include a robust reporting facility, complaints oversight mechanism, clear safeguarding and whistleblowing policies, and accountability for line managers by SMT.

2023/24 progress update

- ✓ Three-month pilot of an external incident reporting mechanism, provided by consultancy Howlett Brown.
- ✓ Governance and accountability structure for the Equality, Inclusion and Justice Committee finalised.
- ⊕ Work is underway to develop a new internal safe reporting tool, incorporating feedback and learning from the Howlett Brown pilot.

13

Develop a robust data collection and analysis mechanism on anti-racism and DEI (particularly around staff and associates) and commit to annual assessments (eg, staff surveys on DEI, anti-racism and wellbeing surveys, and pay gap analysis).

2023/24 progress update

- ✓ Organisational dashboard now includes DEI key performance indicators.
- ✓ DEI Manager has completed gender and race pay gap analyses.
- ⊕ New DEI data declaration campaign completed May 2024.

LEADERSHIP ACTION

17

IIED's senior leadership must commit to transparency on sharing data and reports on DEI and anti-racism within the organisation as an active step towards (self) accountability.

2023/24 progress update

- ⊕ DEI data, pay gap analyses and KPIs will be shared in business plans and Board submissions for monitoring.

Strategic and operational responsibility for anti-racism efforts

Key findings

Developing well	Needs improvement
<p>IIED had embarked on several initiatives to improve diversity, equity and inclusion, many of which were in train at the time of the audit. These included, among others:</p> <ul style="list-style-type: none"> • Internal reviews of: (1) associate contracts and contracting; and (2) partnership models, from a decolonial, intersectional perspective. • A published analysis of the narratives that IIED writes and publishes, and the degree to which these maintain or subvert inequitable and racist dynamics within the development sector.¹¹ 	<p>Many (if not most) of the anti-racism initiatives in place at the time of the audit were under-resourced and did not have a ‘home’ or strategic anchor within IIED. As a result, they lacked sufficient budget, direction, visibility and leadership support, which would limit the degree of forward momentum that could be achieved and maintained on the anti-racism agenda.</p>
<p>The ongoing efforts of the RRWG continued to be instrumental in maintaining visibility of race, racism, and anti-racism across IIED.</p>	<p>Without dedicated, ring-fenced staff resources for anti-racism efforts, members of the RRWG had taken on a disproportionate amount of the work — on top of their existing workloads. This necessarily limited what the RRWG was and would be able to progress.</p>
	<p>Black staff and staff of colour were doing most of the work to support and advance the anti-racism agenda, on top of existing workloads.</p>
	<p>At the time of the audit, IIED’s self-funded structure emphasised competition over collaboration, meaning limited impetus for teams or groups to engage in anti-racism work — and very little chance of it happening holistically.</p>

Recommendations

CULTURAL CHANGE

- 1 | Demonstrate recognition of the time, energy, effort and cost being disproportionately given by Black staff and staff of colour and team members in their continued efforts to push for an anti-racist organisation and hold IIED accountable.

2023/24 progress update

- ⊕ Acknowledge all individuals who have contributed to date and, based on the revised reward and recognition strategy, are recognised adequately or proportionately.

¹¹ Lartey, N and Beauchamp, E (2022) [Discomfort to discovery: exploring racism and anti-racism in development narratives](#). IIED, London.

STRUCTURAL CHANGE

- 7** | RRWG should be formally placed within the Executive Director's office, and its activity aligned with the directorate budget and strategy; it should have a similar level of visibility across the organisation as other key strategic areas.

2023/24 progress update

- ✓ Held a sprint workshop with staff, RRWG members and The Better Org that led to the creation of a new decision-making body — the Equity, Inclusion and Justice Committee (EIJC) (see [Key developments](#)) — which is accountable to the Strategy and Leadership Council.

- 14** | IIED should consider creating a new, full-time senior position dedicated to advancing its work on anti-racism and DEI. This role should be housed in the Executive Director's office. In creating this position, the RRWG's purpose may shift from implementation to advisory.

2023/24 progress update

- ✓ New DEI Manager role created and recruited. Among other responsibilities, the DEI Manager co-chairs the EIJC.
- ⊕ Plans underway to create a Decolonisation Lead, who would co-chair the EIJC.

- 15** | Update existing employee management review mechanisms so that all staff and leadership are required to have an objective relating to anti-racism and/or the implementation of the anti-racist principles.

2023/24 progress update

- ✓ Professional Development Review (PDR) system updated to include questions related to DEI and anti-racism.
- ⊕ Other tools and supporting guidance under consideration.

LEADERSHIP ACTION

- 9** | Leadership at IIED must commit time, resources and support to all staff actively working on anti-racism in the organisation, recognising in particular the disproportionate efforts of those who are Black or people of colour.

2023/24 progress update

- ⊕ Senior management level DEI/anti-racism champions (in addition to the Executive Director and the Chief Operating Officer) to be identified and encouraged to continue to support staff and initiatives across IIED.
- ⊕ Link to the reward and recognition strategy and plans.

Leadership and governance

Key findings

Developing well	Needs improvement
IIED has made significant progress in hiring staff members from the Global South, as well as increased progress on gender equality. The audit (and staff) noted the diversity of the Board (in terms of racial, gender, and Global North/Global South affiliation).	The audit found that staff remained concerned about the lack of diversity across the organisation, particularly at senior management level. Only 30% of survey takers agreed or strongly agreed that 'perspectives like mine are represented

	at all levels of decision making', with 39% disagreeing or strongly disagreeing.
IIED has made efforts to demonstrate public accountability for its anti-racism commitments; 80% of staff agree or strongly agree that IIED is committed to anti-racism in language.	Less than half (47%) of staff agree or strongly agree that IIED is committed to anti-racism in practice. Overall, staff worry that IIED's work on anti-racism will fade over time due to a lack of resources. They also fear it will not be as transformative as it should be. Some staff fear that IIED's anti-racism work won't translate into practical, tangible change.
IIED has commenced a programme of training for senior leadership, with a view to building inclusive leadership competency and capability.	There was a lack of staff confidence in the ability of IIED leadership to create an anti-racist workplace (only a third of staff felt that IIED leadership had the necessary capabilities).

Recommendations

STRUCTURAL CHANGE

- 6** | Review current recruitment cycle and revise employment policies and practices that may negatively impact the attraction and progression of candidates or staff who are Black or people of colour, with specific attention to explicit or implicit biases.

2023/24 progress update

- ✓ The People Team, in consultation with the Union and others, has updated recruitment and selection policies, and revised IIED's contracting templates after reviewing them through a decolonial and anti-racist lens.
- ✓ The People Team has developed a training on inclusive recruitment for all hiring managers, and all job interviews now include one values-based question and one DEI-based question.
- ✓ The organisation now has DEI data for staff and has undertaken a gender and race pay gap analyses. Improvements have been agreed; specific targets and key performance indicators not yet set.
- ⊕ When updating and refreshing all other policies to look into biases against Black staff and staff of colour.
- ⊕ Plans are underway to continue to strengthen the people team and a permanent Organisational Development Manager/lead recruitment.

LEADERSHIP ACTION

- 8** | Leadership at IIED must explore, via a curated coaching program or supported facilitation, spaces on anti-racism. Topics on anti-racism should include discussions on power, privilege, positionality, inclusive and intersectional leadership.

2023/24 progress update

- ✓ SMT has undertaken training with Mountain Top on anti-racism.
- ✓ The Board of Trustees had participated in the first of a series of trainings, facilitated by The Better Org.
- ✓ Topic of inclusive leadership brought to SMT meetings and tender agreed for inclusive leadership training modules.
- ⊕ Additional senior management training for may be needed, as well as encouragement to join relevant staff training and development initiatives.

10 | Senior management should re-commit to the sufficient resourcing and full delivery of the IIED Anti-Racism action plan in conjunction with the recommendations from The Better Org audit, the narrative analysis and the RRWG Anti-Racism Work plan.

2023/24 progress update

- ✓ Members of the Board of Trustees are now more engaged in IIED's DEI/anti-racism agenda and active discussions are taking place at board level.
- ✓ The terms of reference for various working groups (RRWG, etc) have been reviewed to ensure alignment with those of the newly established EIJC.
- ✓ Governance and accountability structure for the Equality, Inclusion and Justice Committee finalised.
- ⊕ A clear DEI strategy, statement and annual plan is being developed.
- ⊕ Work on external anti-racism and decolonisation strategies underway as part of the strategy development process.

16 | Senior management should reflect on the current state of leadership at the organisation and who (demographically) holds power in the organisation and how this impacts the organisation at large.

2023/24 progress update

- ✓ Review of IIED governance structures undertaken and new terms of reference developed, which incorporates positive action into IIED's new Strategy and Leadership Council (which replaces SMT).
- ✓ Positive action at the Strategy and Leadership Council includes 2 seats out of 10 reserved for Black staff and staff of colour. This is in addition to seats for established Director positions that may be held by Black people and people of colour.
- ✓ The new terms of reference also indicate that each central governance body in IIED takes responsibility for diversity, equity and inclusion within its membership, and this will be tracked, against key performance indicators as part of the DEI strategy. The new governance bodies have opened up membership and welcomed applications from all staff particularly encouraging those from marginalised backgrounds to apply.
- ⊕ DEI Manager to explore a more inclusive leadership structure.

18 | IIED Board members should review their mandate to ensure that this includes upholding anti-racist working methodologies and oversight of IIED's progress on anti-racism.

2023/24 progress update

- ✓ IIED Board are taking part in trainings on anti-racism to enhance their understanding, skill set and capacity.
- ✓ IIED Board include agenda items on anti-racism at IIED Board meetings for oversight of progress in IIED.
- ✓ Sub-board committee on people and culture established for greater oversight by Board members.
- ✓ Board member part of the Equity, Inclusion and Justice Committee at IIED.
- ⊕ Work ongoing for review of overall strategy going forward for IIED, and how we will be addressing anti-racism, decolonisation and DEI as an organisation.

Key developments and continued commitment

IIED acknowledges the experiences of racism and discrimination within the institute and remains committed to becoming an actively anti-racist organisation. Since the 2022 audit, IIED has taken several positive actions (summarised in this section) and committed reliable ongoing funding from core institutional resources. It also launched in May 2024 a new strategy, *A manifesto for a thriving world*, which will guide its approach to justice and equity for years to come (see [following section](#)). However, IIED also recognises that there is much more to do and is open both to sharing what it has learnt and to learning from others on a similar journey.

Since the audit

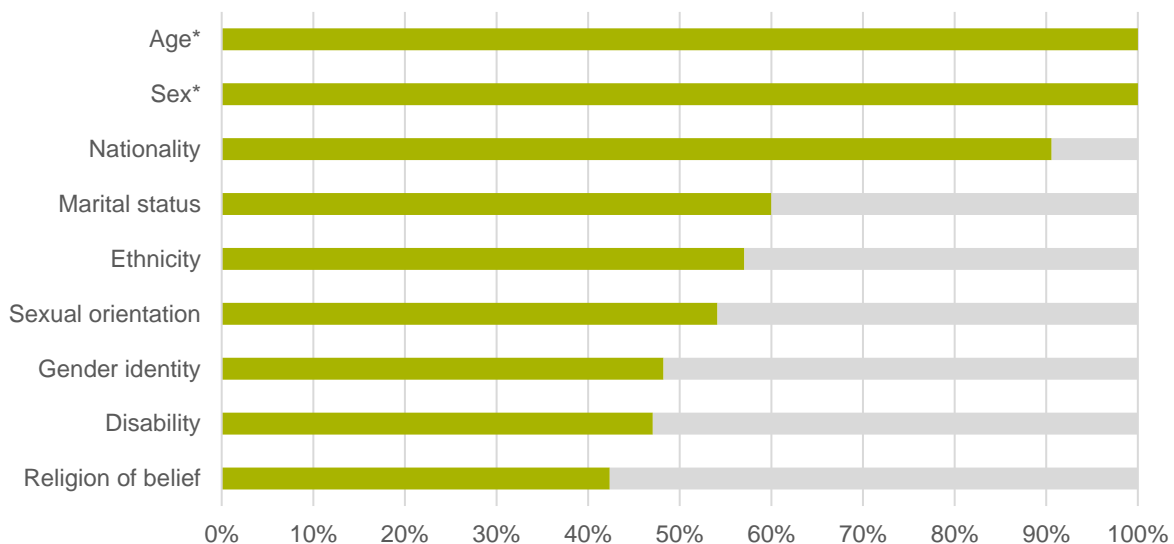
New roles dedicated to DEI and anti-racism

In 2023, IIED created and filled a new DEI Manager post. The DEI Manager serves as a member of RRWG and co-chair of the EIJC Committee. This role focuses on internal initiatives to advance IIED policies, knowledge, and practices towards becoming an antiracist organisation. Plans are also in progress to hire a Decolonisation Lead, an external-facing role to advance decoloniality work in IIED's practices and initiatives. We are also exploring the creation of a Home Team on justice, equitable partnerships and decolonisation to further the development of colleagues who wish to join this team.

Up-to-date demographic data and pay gap analyses

Since the audit, IIED has improved its internal diversity data collection systems, begun a new data drive for staff and associates (Figure 4) and conducted gender and race pay gap analyses. This information is being analysed.

Figure 4. Diversity data collected as of February 2024, staff completion rate (n = 170)



* Denotes mandatory fields; all other fields were optional.

New Equity, Inclusion and Justice Committee

In May 2023, in response to a proposal put forward by RRWG members and other stakeholders across the organisation, IIED created an Equity, Inclusion and Justice Committee (EIJC). The EIJC has been integrated into IIED’s new governance structure alongside the Operations Committee and the Research and Learning Committee.

Accountable to the Strategy and Leadership Council, the EIJC’s mandate is to develop, monitor and take decisions to ensure the successful implementation of IIED’s EIJ strategy. Terms of reference (TORs) are in place, delineating the roles and responsibilities of the EIJC.

The EIJ Committee is co-chaired by IIED’s newly appointed DEI Manager and the Decolonisation Lead (not yet recruited at the time of writing). Other members include the RRWG co-chairs, Gender Equality Champions Network co-chairs, the Head of People, a Board of Trustees member, and two rotating staff members.

The EIJ is now developing its strategy and a date for publication will be shared when that is available.

Greater representation at senior level

IIED has taken positive action to improve representation at senior levels of decision-making. The newly constituted Strategy and Leadership Council (formerly SMT) will reserve 2 seats out of 10 for Black staff and staff of colour. This is in addition to seats for established Director positions that may be held by Black people and people of colour.

“Positive action will help IIED overcome barriers to participation by Black and people of colour in the Strategy and Leadership Council as our central governance body. Each central governance body takes responsibility for diversity, equity and inclusion within its membership, and this will be tracked, against key performance indicators as part of our DEI strategy.”

— Strategy and Leadership Council governance document

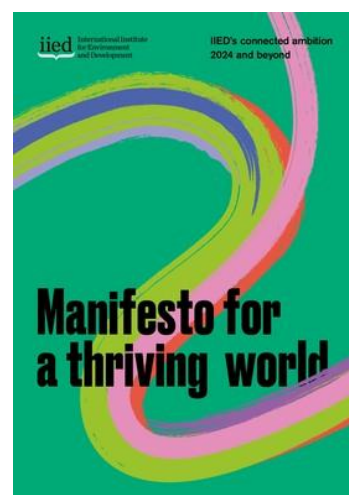
IIED’s manifesto for a thriving world

In May 2024, IIED launched its [manifesto for a thriving world](#), which outlines the organisation’s ambition, principles and direction of travel for achieving its mission from 2024 onwards.

Justice and equity are core tenets of this manifesto, within which are renewed commitments to decolonisation and anti-racism specifically — both in the change IIED seeks and its culture, policies and practices (Box 4).

Revised values fit for the future

Ahead of the manifesto’s launch, IIED also revisited and rewrote its [organisational values](#) to ensure they are fit for the future (Box 3). The revised set of values underpin IIED’s ethos and code of conduct, and together with the manifesto, “define our vision for how IIED exists in the world.”



Ongoing external publications that explore racism

IIED continues to publish and host research content that explores and tackles racism in its Racial Justice collection linked [here](#).

IIED will also publish its Equitable Partnerships research in 2024 which will explore what IIED believes equitable partnering should look like, how it can improve its own standards in this regard and where it has fallen below those standards historically.

Forward look

IIED recognises that there is much more to be done in becoming an anti-racist organisation with its staff, partners and the wider sector. There are ongoing challenges with staff engagement, behaviour, accountability, safe reporting, self-awareness and responsibility that the groups highlighted above are now capacitated to work on. The manifesto, and IIED's revised values, will be an important part of this journey in guiding IIED's work on justice and equity for years to come.

Box 3. IIED's revised values (2024)

1. **Care:** We prioritise wellbeing and care towards each other, our partners and collaborators, marginalised groups and the planet.
2. **Respect and dignity:** We build mutual trust and respect local knowledge. We act transparently and with integrity and treat each other with consideration.
3. **Justice and fairness:** We address social, economic and environmental injustices and unfair power dynamics, embedding decoloniality principles in our everyday actions and outputs.
4. **Ethical partnership:** We proactively seek to collaborate with others, break down silos and share power with our partners.
5. **Transformative change:** We do everything we can to deliver impactful and systemic change that addresses major environmental, economic and social challenges and inequity.
6. **Inclusion and equity:** We approach gender justice and anti-racism through an intersectional lens, where equity and inclusion are championed through daily active allyship.

Box 4. Anti-racism in IIED's manifesto for a thriving world (2024)

"We will put justice and equity at our heart. In developing our refreshed approach, we have reflected on the privilege that IIED has enjoyed, the colonial model of aid and development that we have benefitted from and often perpetuated. We have begun a journey of listening better to our partners in different parts of the world and with different ways of knowing, learning about challenging structural racism and exploring a pathway to decolonising with care. While this continues, we will:

Develop and apply a set of principles and standards for equitable partnerships and anti-racist narratives. This will include actively challenging Euro-Western development and environment constructs and embracing different epistemologies and models of wellbeing and justice for tackling the climate, nature and inequality crises.

Change our values to reflect our commitments, embed these in our culture, policies and practices, and make learning about being actively anti-racist and supporting decolonisation a personal commitment of everyone in IIED."