IOM
RACE EQUITY AND EQUALITY STRATEGY

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GLOSSARY

Structural racism

It is a system in which public policies, institutional practices, cultural representations, and other norms work in various, often reinforcing, ways to perpetuate racial group inequity. It identifies dimensions of our history and culture that have allowed privileges associated with "whiteness" and disadvantages associated with "colour" to endure and adapt over time. Structural racism is not something practiced by a few people or institutions. It has been a feature of the social, economic, and political systems in which we all exist.

Privilege

Defined as a special right, advantage, or immunity granted or available only to a particular person or group, is an important element to consider in any conversation about racism, diversity, and respect. In humanity, privilege comes with responsibility. However, often we are not aware of our own privilege and we can simultaneously hold some kinds of privilege while also experiencing some forms of oppression. In conversations about racism (and our actions), it is always important to check one's privilege and ensure that we speak and act with this consciousness.

Racial Discrimination

It refers to any distinction, exclusion, restriction, or preference based on race, colour, descent, or national or ethnic origin which has the purpose or effect of nullifying or impairing the recognition, enjoyment, or exercise, on an equal footing, of human rights and fundamental freedoms in the political, economic, social, cultural, or any other field of public life.

Racism

It is the belief that humans may be divided into separate and exclusive biological entities called "races"; that there is a causal link between inherited physical traits and traits of personality, intellect, morality, and other cultural and behavioural features; and that some races are innately superior to others.

Microaggression

They are the everyday slights, indignities, put-downs, and insults that people of colour, women, LGBTIQ+, people with disabilities, or marginalised groups experience in their day-to-day interactions with people. Microaggressions often appear to be a small complaint or joke, happen frequently, and contain a hidden and often deeply rooted insult about a group of people.

Intersectionality

It recognises that people experience discrimination differently depending on their overlapping identities – age, gender, sexual orientation, nationality, ethnicity, language, religion, disability, etc. This may also include contractual status, place in the Organizational hierarchy, and other personal characteristics.

Non-Apparent Disabilities

These are disabilities that are not obvious or visible. There are many types of non-apparent disabilities, including chronic fatigue, multiple chemical or environmental sensitivities, severe allergies, psychosocial disabilities (like depressive or anxiety disorders), neurological disabilities, and others.

Minoritized

Unlike "minority" calls attention to the institutional processes through which religious, racial, and cultural groups are rendered into a minority rather than presuming this status based on prior or inherent identity.

ACRONYMS

ARWG	Anti-Racism Working Group
DAC	Development Assistance Committee
DDG	Deputy Director General
DG	Director General
ERP	Enterprise Resource Planning
GDC	Gender and Diversity Coordination
GSAC	Global Staff Association Committee
HRM	Human Resources Management
NSAC	National Staff Association Committee
ODG	Office of the Director General
OECD	Organisation for Economic Co-operation and Development
PSEA	Protection from Sexual Exploitation and Abuse
RWFP	Respectful Workplace Focal Point
TNC	Transnational Corporation

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EXECUTIVE SUMMARY

Taking an anti-racist approach requires organisations to interrogate the systemic racial biases in wider society that are replicated and transferred into the workplace. An anti-racism approach calls upon organisations to look within their own workplace, culture, policies and practices to identify and remove racial biases inherent in work operations and delivery.

There are three key analytical arenas within the workplace for examining racial equity:

EMPLOYMENT SYSTEMS

the policies and decision-making processes and practices that affect all aspects of people's careers in organizations.

ORGANIZATIONAL CULTURE

patterns of organizational behaviour involving communication, informal social relations, decision-making behaviour, norms, and employers' response to concerns about discrimination and/or harassment.

THE NUMERICAL REPRESENTATION AND DISTRIBUTION

of members of disadvantaged racial and ethnic identities.

FINDINGS

The research carried out though the Race Equity and Equality consultancy reveals that a significant number of staff and affiliated employees have experienced – and continue to experience, race and/or ethnicity-based discrimination. Whilst some believe that the discrimination they experienced is down to the ignorance of individuals, others identify systemic issues within IOM that result or may potentially result in race and/or ethnic-based discrimination.

Importantly, IOM staff and affiliated employees are generally positive about IOM's commitment to racial equity and equality and are keen to support the Organization in its commitment to serve as a model global organisation – which comes with its own set of specific challenges, championing racial equity and equality.

DEVELOPING THE 5-YEAR RACE EQUITY AND EQUALITY STRATEGY

It is important to continually locate anti-racism in the workplace in an understanding of how systems work alongside individual acts of biases, or positive role-modelling behaviours. In other words, it is important that systemic aspect of racism and ethnicity discrimination and its structural enablers within IOM be addressed in order to inform the development of a Five-Year Racial Equity and Equality Strategy that is appropriate and effective.

In order to support IOM's commitment to racial equity and equality, the 5-Year Race Equity and Equality Strategy identifies **five key pillars of intervention** based on the overall findings of the research that are outlined in section IV together with suggested **action points and overall goals,** as follows:

1 — Representation at all levels of IOM

To ensure inclusive recruitment, retention and progression are applied systematically across the Organisation into all levels of career grades.

2 — Building a culture of race equity and equality

To create an inclusive organisational culture that facilitates belonging and promotes respect for all employees, staff and partners and the wider community.

3 — Organizational accountability

To ensure the development of unity, coherence and purpose by creating accountability for action on race equity across the Organisation.

4 — Communication

To create clear communications and engagement with staff at all levels so as to ensure that the race equity plan is rolled out with strong internal communications and with urgency.

5 — Investing in race equity

To ensure race equity work is recognised and valued and resourced for meaningful change to take place.

RECOMMENDATIONS

1 IOM should use and **establish a working definition of racism and racial discrimination within the workplace.** Many racialised minorities experience disadvantage and discrimination in wide ranging ways at work and through the labour market. Policies to tackle racism and discrimination should be developed in ways that focus on the real effects on people.

2 IOM should **collect more data disaggregated by race, ethnicity, religion, and socio-economic status.** Given evidence of a specific 'race penalty' across different sectors in society, and the diversity of racialized minorities, using existing IOM categories cannot capture the experience of diverse groups of employees in the Organization. A clear explanation should exist on the purpose and use of this data, its confidentiality and anonymity.

3 IOM should **introduce a target to reduce racial disparities in employment outcomes, as a mechanism for ensuring the wider 5-Year Race Equity and Equality Strategy is being implemented and progress is made.** This means we must recognise the benefits of an inclusive and diverse workforce that does not exclude anyone because of their race.

4 **Develop specific policies** in the Organization on race-based bullying, discrimination and harassment policy. Including how IOM will handle complaints of a racist or discriminatory nature.

5 Following up on its strong and commendable commitment to starting work on racial equity and anti-racism, IOM should **adopt this wider strategy to tackle those inequalities which particularly affect employees of African-descent and women of African-descent.** This should be a central plank of its anti-racism strategy. Tackling inequalities across the pay, progression and promotion outcomes for this particular under-represented group will improve the outcomes for all excluded groups or groups at risk of marginalisation.

6 Racism is best understood in an intersectional context, too. In some contexts, it is dangerous to reveal sexual or ethnic identities and to ask for data on these identities would not be practical. **Internal employee working groups on anti-racism, gender, LGBQT+ should work more closely together to build a common platform to challenge all forms of racism and prejudice.** It is not enough for people to challenge only the form of discrimination that directly affects them; anti-discrimination and equality are universal principles that must be defended even when doing so does not have a direct effect on us personally. People who experience racism can also experience multiple other forms of disadvantage based on other protected characteristics such as gender or religious faith, or disability status. These additional attributes can also compound what is known as anti-black forms of racism. Challenging racism requires challenging it in all its forms and understanding anti-racism as a wider human right and equality position entails defending other groups that experience discrimination too.

7 Senior leadership should **ensure appropriate resources are allocated** to tackling racialized inequalities effectively within the Organization's policies and structures.

8 **In addition to organisational sanctions for racist behaviours,** the Organization should utilize employee-based, restorative and healing interventions to help with the trauma of racism experienced by colleagues. In simple terms this means offering counselling and well-being support to anyone who has been affected by racism and/or racial discrimination at work.

9 IOM's commitment to preventing racism in the workplace must include workstreams on challenging the beliefs and attitudes underpinning racialized minorities – whether intentionally held or not. This means that we must **make sure all our policies are consistent in demonstrating non-acceptance of race discrimination.** This must involve addressing the core institutional culture and ensuring that everyone in the Organization feels they belong equally.

10 IOM's **internal communications needs to effectively communicate the extent to which the Organization is making progress** and taking steps to work on anti-racism and ensure that communications reach all staff at all contract levels and types.

11 Review of the **recruitment policy to allow affiliated employees (consultants and others) to be considered as internal candidates** or to have some advantage over candidates with no prior IOM experience.

12 Review of **onboarding process to include anti-racism training,** and an introduction to intercultural communication.

13 **Review the current staff recruitment and placement practices,** particularly in relation to the deployment of early-career and newly qualified international staff **to manage highly skilled and qualified national staff.** The deployment of international staff less experienced than equally or more qualified national staff is raised as a concern by national staff.

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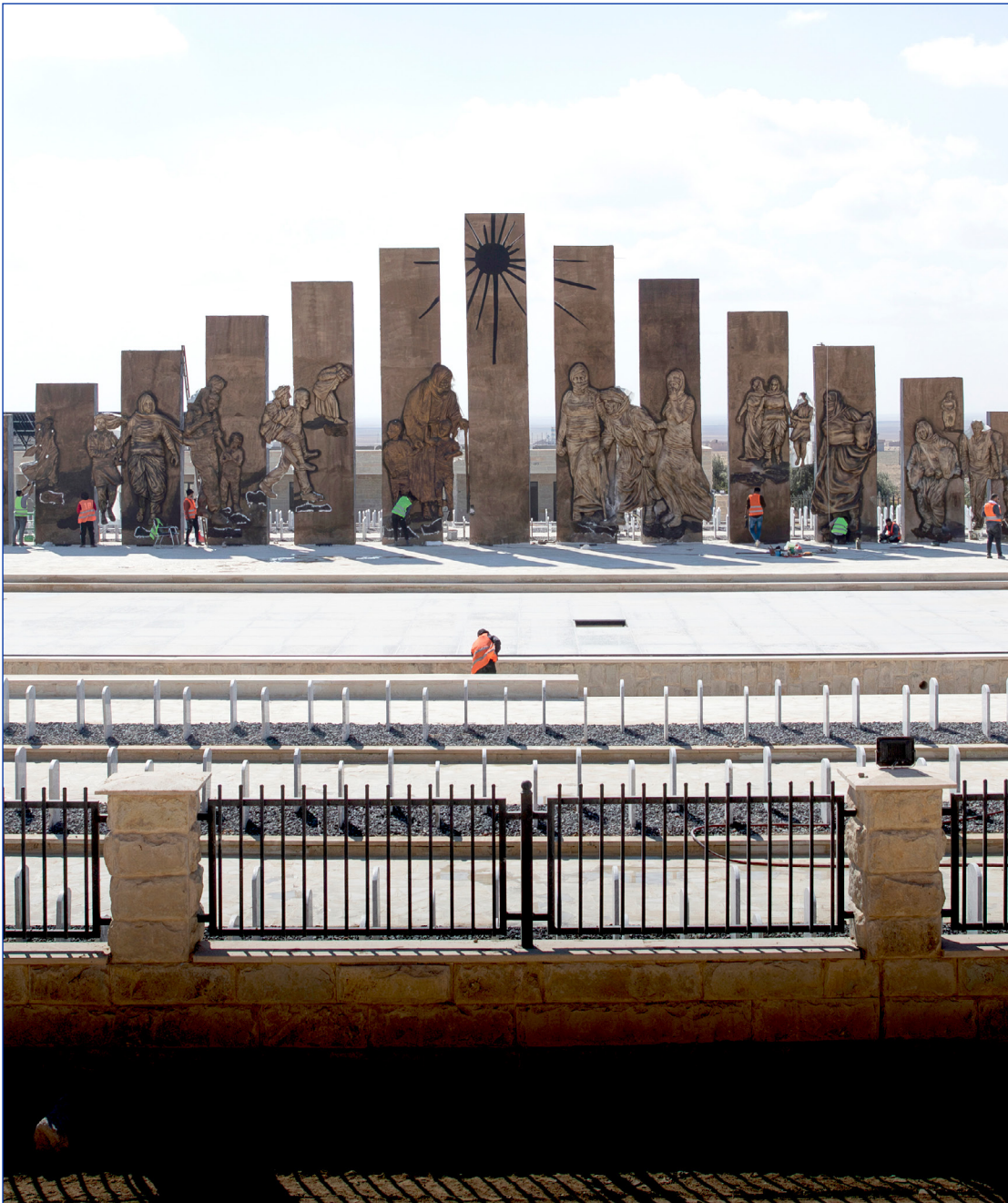
INTRODUCTION

BACKGROUND

Over the past year, we have conducted an extensive review of racial equity at IOM in partnership with colleagues across the full spectrum of national and international posts and grades. A broad representative group of staff – from junior staff members in country offices to the Director General – have participated in the consultation process. See *Appendix 1 for a summary of staff engagement data.*

While this is not the first time IOM has addressed racial disparities in the workplace, recent events and ramifications from Black Lives Matter helped galvanize IOM colleagues around a genuine and widely held desire to assess, address and protect the principles of racial equity within the organizational culture. This renewed commitment will not only support and benefit the wellbeing of serving staff but also those colleagues who will undertake the responsibility of fulfilling IOM's mission in years to come.

Prior to Black Lives Matter, IOM had already taken important and proactive steps to encourage racial equity across the organization. Diversity in hiring, a small inclusive internship program and a significant commitment to the investment of time and resources all indicate that this is an organisation cognisant of the fact that best practice is an evolution. Indeed, staff surveys and town halls confirm an appreciation of the progress that is being made, while also revealing some underlying concerns about the speed of progress as well as the potentially undermining ramifications of certain no doubt well-intentioned initiatives including the IOM's new language requirement (2021).

However, racism can still manifest itself in different ways, often in both intentional and unintentional ways in institutions which simultaneously uphold equality values – and IOM is not an exception. It is important that the research address those patterns of behaviour that are part of the social and administrative structures of IOM, particularly those that enable and perpetuate discrimination and disadvantage for some and privilege for others. In other words, it is important that systemic aspect of racism and ethnicity discrimination and its structural enablers within IOM be identified in order to inform the drafting of an Anti-Racism Strategy that is appropriate and effective.

Thus, this consultation serves as a blueprint to continue the evolution and adoption of best practices as a consequence of an essential dialogue and active listening process across the Organization.

ORGANISATIONAL CONTEXT

As an organisation our success depends on our ability to create enabling conditions for migrants' rights to be protected in the face of great adversity and external challenges. This purpose is at the core of our mission, and makes the organizational and moral case for progressing racial equity and our endeavours around anti-racism unequivocally clear.

Racism is a reality that permeates society. IOM, and the UN family at large, are not immune to its consequences. Iniquity emanating from ethnicity is often a legacy of colonialism and continues today in many forms, some of which are overt and casually dismissed as 'banter' or 'jokes', and others more covert such as discreet bullying and marginalisation that racialized people can disproportionately suffer in the workplace.

A clear perspective emerging out of the focus group consultation, which is backed by the views of external experts, would appear to argue, often as a result of lived experience, that "The Aid Industry" has maintained and mirrored colonial structures, legacies and mindsets. At the heart of this issue is the inequality that has existed in society itself over multiple generations. To be a truly inclusive employer we need to recognise and challenge these inequalities and the complex, systemic issues that have historically held workplaces back from creating genuinely inclusive workplaces.

Change takes time. Structures cannot be adjusted overnight, and neither can learned behaviours or cultural norms in the Organization be easily disrupted. But we must make sure we create the conditions that allow us to leave a legacy for the next generation of IOM staff and employees – one that reflects the rich diversity of the international community the Organization is a part of and the migrant communities it serves.

To enable senior executives to prioritise the recommendations and achieve greater output in the short term, the 5-Year Race Equity and Equality Strategy and its accompanied Action Plan has been created to give a roadmap to success. This will enable IOM senior leadership to focus on immediate actions and early wins that will enable employees to move positively forward, while empowering everyone to plan for the medium term, and buy-into a transformative process.

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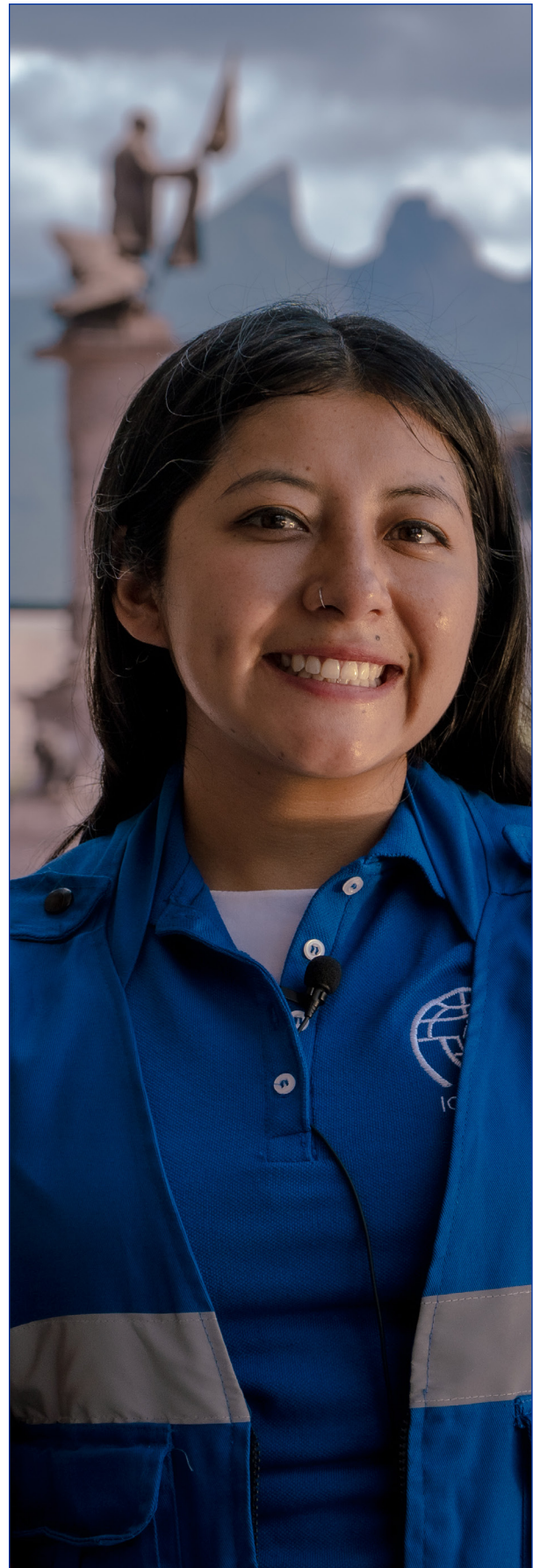
INITIAL FOCUS

IOM's deliberate and purposeful work on anti-racism and race equity began in 2020 and led to commissioning an external consultant to develop a 5-Year Race Equity and Equality Strategy. This has been the reflective work of different teams within IOM, with the mandate coming from the Director General and being supported by colleagues across the board.

Like many other organisations in 2020, following the murder of George Floyd in the US, staff at IOM began to articulate workplace demands for more demonstrable progress on racial justice and race equity.

There is a lot of detail and planning that goes into any organizational change process. Arguably the most important part of any strategy is that it is lived and breathed by employees across the Organization, and that it is perceived to carry ownership and authenticity by all relevant stakeholders. As such, a strategy needs to have touch points that resonate at different levels of the institution to bring about organic and meaningful transformation.

As such, IOM's 5-Year Race Equity and Equality Strategy falls into five broad strategic areas of intervention:

1 Representation at all levels of IOM

2 Building a culture of race equity and equality

3 Accountability and governance;

4 Communication

5 Investing in race equity across the Organization

WHERE PROGRESS HAS BEEN MADE

IOM's long-standing commitment to diversity and inclusion more broadly is evidenced by the work that has been done on promoting diversity in recruitment, the establishment of the Gender Diversity Coordination Unit (formerly GCU), the establishment of the LGBTQIA+ Focal Point, the employment of a Diversity and Inclusion Officer as well as the strong involvement of organised staff through the Global Staff Association Committee (GSAC) and the National Staff Association Committee (NSAC) and their activities.

Workplace diversity by itself does not necessarily show or commit to arresting racial biases from a structural place. The latter can only happen by understanding that racial outcomes are structural occurrences, and not only the result of individual acts of racism and prejudice.

Having recognised the need to 'design' out racial inequities in the workplace in addition to diversity and inclusion initiatives, the Office of the Director General, HRM and GSAC commissioned the development of the 5-Year Race Equity and Equality Strategy to **build on more recent initiatives that work towards race equity and equality, including:**

☐ Initiatives to diversify the workforce through recruitment and hiring policies and practices that address the historical dominance of some nationalities over others;

☐ Initiatives to ensure representation from non-Represented Member States in the IOM workforce;

☐ Investing in leadership across the Organization;

☐ Collaborative work on race across the employee groups such as Disability and LGBTIQ+ groups;

☐ The establishment of staff members that act as Focal Points for staff around issues such as PSEA and gender-based and sexual-orientation based discrimination;

☐ The establishment of the We Are All In confidential reporting system to reduce barriers to reporting misconduct and to establish the source of information on different types of misconduct;

☐ The Respectful Workplace initiative;

☐ Partnership with the Netherlands government to support Junior Professional Officers (JPO) from other developing countries and hosting JPOs from that scheme. Direct engagement with staff and employees by GSAC and HRM, including the collection of testimonials and a podcast series;

☐ Support for Anti-Racism Working Groups in the USA and the UK, and the promotion of ARWG in other regions, including the production of a guide to setting up an ARWG;

☐ The establishment of the Racial Equity Network of Champions;

☐ Commissioning the Racial Equity and Equality all-staff survey (2021);

☐ Commissioning the development of a 5-Year Race Equity and Equality Strategy and commitment to implementing the strategy;

☐ Hosting online open discussions with experts on race equity;

☐ Providing learning resources in IOMs online learning platform about anti-racism and race equity;

☐ Including the possibility for responders of the 2021 Global Staff Engagement Survey to indicate their racial identity(ies), which renders possible the analysis of results by race.

THE TASK AHEAD

The 5-Year Race Equity and Equality Strategy was developed following a series of staff-engagement activities including one to one interviews, focus group discussions, the Race Equity and Equality all staff-survey and round table discussion with senior management. Relevant IOM policies, mechanisms and practices also informed the development of this strategy, as did the comparative experience of global organizations including the not-for-profit section, TNCs and other UN agencies.

The result of the staff engagement reveals that many IOM staff and affiliated employees have experienced racial and/or ethnic discrimination. See *Appendix II for a summary of discrimination experienced by staff and affiliated employees according to race/ethnic identity and national/international contracts.*

The key findings that IOM is advised to address include:

☐ Lack of clarity and common understanding of the definition of racism;

☐ Lack of confidence in the reporting system;

☐ Lack of representation at senior levels;

☐ Inequities related to contract status, recruitment channels and access to opportunities such as internships;

☐ Promote discussion around the approach used by the Netherlands government to support Junior Professional Officers from developing or under-represented countries as a best practice model;

☐ Inequities between international and national staff;

☐ Perceived privilege of certain race/ethnicities and nationalities.

The key areas that staff identified to improve racial equity and equality in IOM include:

☐ More transparent hiring practices;

☐ The importance of onboarding for building a culture of anti-racism, inter-cultural understanding and a common understanding of the definition of racism from the onset of one's journey at IOM;

☐ Identity data collection and analysis that that allows for progress to be tracked and measured;

☐ Compulsory anti-racism training for all managers/supervisors;

☐ Accountability and meaningful sanctions;

☐ Support and recognition of national staff skills and experience;

☐ Mentoring and talent management scheme.

The 5-Year Race Equity and Equality Strategy identified five key areas of intervention based on the overall findings of the research that are outlined in the next section together with suggested action points, as follows based on the fiver pillars of intervention.

AN ACTION PLAN:
TOWARDS RACIAL EQUITY AND EQUALITY IN IOM

This section presents the key actions proposed under IOM's 5-Year Racial Equity and Equality Strategy. The actions are presented and discussed under the five broad strategic areas of intervention identified through a process of quantitative and qualitative staff engagement, desk research and consultation with GSAC and HRM.

The actions points are further elaborated under a number of action areas, as follows:

1 Representation across all levels in IOM:

☐ Accelerating equitable professional outcomes for entry-level IOM staff

☐ Accelerating equitable professional outcomes for mid-career IOM staff

☐ Accelerating equitable professional outcomes for senior IOM staff

☐ Equity of opportunity via positive action programmes

2 Building an institutional culture where we can all belong:

☐ Talking about race and racism

☐ Encouraging sustained learning

3 Communication:

☐ Internal communication

☐ External communication

4 Accountability and Governance:

☐ Internal commitment to anti-racism

☐ Speak up Listen up to ensure decision-makers are actively listening

☐ Transparency and monitoring process

☐ Establishing and embedding race in safeguarding practices

☐ Governance and accountability structures

☐ External partners

5 Investing in race equity across the Organization:

☐ Financial resources

☐ Investing in research and expertise

This document presents the action points together with a brief introduction under each of the four strategic pillars that considers IOM's mandate, its global mission and its dynamic operating context.

A timeline for implementing the action points together with targets, indicators and departmental ownership are presented in a separate Action Plan.

Given the starting point of IOM's work it will be necessary to implement a two-tier or phased approach to the Action Plan. We propose outlining the foundation level action which can be implemented in 1-2 years and other actions will follow on from the implementation of those recommendations in phase 1, and informed by, preferably, an external evaluation in year three.

The success of the overall recommendations and the action plan will also require some additional clarifications from senior leadership around structures that determine the right accountability ceiling for these recommendations and actions.

REPRESENTATION ACROSS ALL LEVELS OF IOM

IOM should address barriers to equal participation in the workplace at all levels of the Organization, whether entry-level, mid-career or senior levels of representation.

Policies intended to address and disrupt the manifestations of racial discrimination will also vastly improve outcomes for minority groups.

Overall goal

To ensure inclusive recruitment, retention and progression are applied systematically across the Organisation into all levels of career grades, and not just at the entry level. Any targets adopted to achieve this goal should reflect a balance of actions at entry level, mid-career level and at senior levels of the Organisation. Action should also extend towards our partners who have a part to play in the workforce diversity of the Organisation.

Accelerating equitable professional outcomes for entry-level IOM staff

Action

☐ Analysing and publishing pay-gaps by gender and ethnicity, where possible by national and international levels (especially in the ungraded – UG – category where salaries are defined on a case-by-case basis);

☐ Using name-blind, anonymised CVs, stressing that photographs should not be included;

☐ Reject unrepresentative longlists and shortlists with no or limited diversity;

☐ International staff should be representative of the communities that IOM serves and locations in which it works. At national level, IOM should endeavour to secure Labour Market Availability data, where available, and any data that will serve to inform the demographics of local, national and regional populace;

☐ Challenge school and university selection bias in recruitment and especially in internship recruitment. HRM should critically examine entry requirements into the Organization, focusing on potential achievement and not simply on which university or school did the individual go to. This will also be helpful in increasing diversity of social and class backgrounds. It may be that HRM's standard list of accredited institutions is acting as a barrier to wider talent;

☐ Measure managers' ability to progress minorities as a key performance indicator;

☐ Progress towards the achievement of race equity outcomes should be everyone's responsibility, and not understood to be the work of human resources or senior leadership teams;

☐ Reflecting a labour market profile, for national level have at least proportional level of all hires to come from minority backgrounds by the end of the 5-year strategy period, and for international staff hires to reflect 55% of IOM's member states. For this to be possible, the system that allows racial identity self-reporting must be in place, so it can be monitored;

☐ Expand the existing internship programme for junior professionals from non-OECD/DAC countries. Funding to be explored with donor donors whose numbers are already over-represented in the IOM, or Member States interested in advancing diversity at IOM.

Accelerating equitable professional outcomes for mid-career IOM staff

Action

☐ Deep-dive recruitment audit by external Diversity and Inclusion consultants;

☐ Delve into data concerning existing deployment and career progression to monitor whether precarious contracts are disproportionately deployed for minoritized staff and employees;

☐ Use data to identify/respond to trends that suggest workloads and development opportunities are not being allocated equitably;

☐ Given the projectized nature of IOM, research how long employees might be on consultancy or UG contracts and whether this is creating sustained barriers to progression for specific groups of staff;

☐ Require prior mandatory training for interview panel members, such as addressing bias in recruitment and how bias can filter into interview panels and shortlists;

☐ Inclusive hiring training and unconscious bias training rolled out to hiring managers;

☐ Hold diverse interview panels and reject non-diverse shortlists as a norm. Review and put in place minimum standards for interview panels and for shortlisting processes;

☐ Assess the impact of the 2021 language requirements on different groups of people and mitigate against indirect or unintended consequences on racialized groups;

☐ Specific induction package for international staff to include inter-cultural awareness and knowledge pre-deployment stage;

☐ Undertake a skill sets audit, including language skills required for future workforce planning;

☐ To create a more inclusive language policy, consider how the current workforce will be impacted, in particular, groups such as South Asian, Southeast Asian, non-Mandarin speaking East Asian and nationals of Anglophone African countries.

Accelerating inclusive and equitable professional outcomes for senior-level IOM staff

Action

☐ Talent development function to focus on recruitment of diverse senior level hires;

☐ Develop mentoring programmes that recognise and provide support to the mentors (and not adding additional burden on minoritized staff to address racial inequities).

Equity of opportunity via positive action programmes

Finally, in order to achieve change at a pace that feels recognisable and visible, it may be helpful to target support for under-represented groups or to invest directly in low-income communities of colour. Some measures might include:

Action

☐ Expanding the Diversity internship programme for nationals of non-OECD/DAC countries, and support participants to be promoted to entry level jobs in headquarters, regional offices and large missions based on satisfactory performance;

☐ More targeted recruitment campaigns, attending wider job fairs outside OECD capitals and elite universities;

☐ Launch tailored positive action plan for women of specific regional or national origins e.g. of African-descent, women from the Middle East & North Africa, in line with IOM's support to the UN's announcement to set up the Permanent Forum of People of African Descent, which recognises the "compounding inequalities" and "stark socioeconomic and political marginalization" faced by Africans and people of African descent in many countries;[1]

☐ Use data to analyse career progression, pay equity and retention by demographic groups;

☐ Put in place internal systems that allow for the voluntary disclosure of demographic data from job applicants, including race and ethnicity, with the possibility to produce reports that show which talent is applying to IOM's vacancies, and who is not approaching IOM as a potential employer;

☐ Review, and when necessary, revoke existing internship agreements with universities in OECD/DAC countries (mainly US and UK) which provide direct access to students of those institutions to internships at IOM and constitute a major port of entry for new talent for the Organization, of a homogeneous group of professionals from mostly OECD/DAC nationalities.

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1   https://news.un.org/en/story/2021/08/1096932.

BUILDING AN INSTITUTIONAL CULTURE WHERE WE CAN ALL BELONG

Organisational culture change is about raising awareness, educating others, and shifting attitudes and behaviours of employees who make up the 'culture' of the Organization – in addition to its policies and procedures. How we speak matters, and how we discuss racism matters. Avoiding racial slurs, jokes, demeaning stereotypes and microaggressions are the minimum of the necessary standards to comply to, but more positive actions are required to build a strong, confident culture of anti-racism in the Organization. The bare minimum should not be the goal. It should be the start.

Creating 'psychological safety' in race requires us to go beyond the bare minimum.

Creating a 'safe' space for employees is to encourage open talks about race and not treat race as a taboo, or something everyone needs to be silent about in case they are seen as 'trouble-makers'. In other instances, safe spaces can include gathering a series of conversations about race in key moments-at work for example, or helping white colleagues contribute to a race conversation. It can also be reflected through supporting managers in creating these safe spaces, and even encouraging staff to ask questions about current affairs such as the development of Black Lives Matter, or similar movements in the local context – and not shy away.

There are other subtle ways managers can approach when creating safe spaces such as encouraging employees to feel confident in their national and cultural dress, and not feel their appearance is the subject of a conversation. Equally, all staff participating in meetings should be heard, giving equally time and weight to the thoughts of international and national colleagues. Furthermore, managers should not assume a Eurocentric standard of practice in meetings and the workplace more broadly.

IOM as an organisation should focus on becoming confident about discussing racism, starting with a clear, well-understood organisational definition of race and discrimination. We recommend the UN broad definition coming from the Convention on the Elimination of Racism (1965). To clarify the scope of how racism and discrimination should be understood in a social and policy context in society and in the workplace, we offer the following working definition:

Racism is any distinction, exclusion, or restriction towards, or preference against, racialized minorities (or those perceived to be racialised) that has the purpose or effect of nullifying or impairing the recognition, enjoyment or exercise, on an equal footing, of human rights and fundamental freedoms in the political, economic, social, cultural or any other field of public life.

The definition therefore is not simply what IOM thinks is the best analytical account of what racism and discrimination is, but also points to our various recommendations on how to respond to it within the workplace.

> ### Overall goal
>
> To create an inclusive organisational culture that facilitates belonging and promotes respect for all employees, staff and partners and the wider community, measured by increased sense of belonging reported in employee surveys.
>
> Race equity work is not the job of a few individuals, we all have a responsibility.

Talking about race and racism

Too many people are uncomfortable talking about race. This has to change.

Beyond the formal clarification of the definition of racism, it is important to talk to employees about appropriate language to use when discussing race and ethnicity. This includes when we are speaking with individual employees, in wider communications at work, and when communicating with external audiences.

The definition and relevant policies should make clear that racist language is not acceptable, including perennial problems such as 'banter' or jokes – aspects of discrimination that some might consider harmless. Banter that is racially charged can never be re-defined as "harmless" or "'a joke", the same way that such behaviours, when sexually charged, and now recognized as inappropriate and can lead to severe disciplinary measures.

Racist or discriminatory behaviour towards racialized groups may be unintentional, unconscious or even have purportedly benign motivations; this does not excuse racist or discriminatory conduct. Racism is not just actions that can be labelled as 'extreme', out of the ordinary or violent. It includes every day and cultural stereotyping and assumptions, as well as structural and systemic racism. Racist stereotyping about people of African-descent or people of colour, even in gest, is unacceptable in the UN and is considered prejudicial

or grossly detrimental to the IOM's core mission. We should also be sensitive in the terms we use around race and ethnicity in the Organization.

Action

☐ Regular anti-racism staff forum to enable colleagues to raise issues and provide feedback;

☐ Offer guidance and training on how to give and receive feedback on race equity;

☐ Gather series of conversations about race in key moments at work for instance;

☐ Include and provide tools and spaces for white colleagues to contribute to race conversations;

☐ Support managers to know how to create safe places.

Encouraging sustained learning

It will be necessary to equip all our colleagues with greater awareness of different communities, and of the impact of their actions and words, so that our culture is more welcoming, safe and we eliminate microaggressions, understanding that IOM employees come from different regions, cultures, religious backgrounds and world views.

Action

☐ Regular anti-racism staff forums to enable colleagues to learn, exchange, raise issues and provide feedback;

☐ Offer guidance and training on how to give and receive feedback on race equity;

☐ Encouraging staff to ask questions about current affairs such as the development of Black Lives Matter or similar movements in their country or region – and not shy away;

☐ Make online anti-racism training modules available to all staff and monitor compliance by unit, department, country office and region;

☐ Create an environment as a manager where employees can be themselves in the workplace and not try and emulate or be someone else from another racial or cultural background;

☐ Review onboarding procedure and develop an induction process that creates a specific IOM-wide culture of belonging that all staff identify with.

ACCOUNTABILITY AND GOVERNANCE

Overall goal

To ensure the development of unity, coherence and purpose by creating accountability for action on race equity across the Organisation.

Internal commitment to anti-racism

Our task here is to make anti-racism and race equity everyone's responsibility.

The aim in this pillar of our strategy is to empower every team and individual to take action and be accountable for progress towards our goals:

Action

☐ Mandatory anti-racism and race equity training for supervisors and managers;

☐ Divisional action plans created and centrally shared;

☐ Quarterly cascade from each leadership team member on progress;

☐ Mandatory inclusion goal for every colleague in 2022.

"Speak up, Listen up"

We should also take action to ensure everyone feels safe and confident to share their views and concerns.

Action

☐ Peers and managers to practice listening actively and not dismissing lived experiences of racism and discrimination;

☐ Anti-racism training and tools for managers (developed & launched);

☐ Research to better understand specific barriers preventing people from reporting racism and explore solutions;

☐ Expand structures where organised staff can be heard and concerns acted upon, such as through GSAC and NSAC activities or giving formal status to the anti-racism working groups to make suggestions and recommendations for improvements;

☐ Facilitate regular conversations about race and racism through particular internal campaigns or events;

☐ Ensure that progress and targets on race equity work is building on the lived experience of employees, to complement data-driven approaches.

Transparency and monitoring progress

We must publish our aspirational targets, be transparent about our progress and be accountable for delivering them.

We must start with the basics. Without data we have no way of holding ourselves to account or checking progress on our goals and aims. We need to set up data practices to ensure we have robust data intelligence to understand and assess our performance on race and inclusion.

One of the most effective ways to build an inclusive culture is to put in place mechanisms that mitigate against direct and indirect racism, and this starts by using data to test assumptions about how inclusive we can be as an organisation. Starting with the data is one of the compelling ways to bring about more accountability for racially equitable outcomes in the Organization – and without the availability of data, the converse can happen – cases of direct and indirect racism will go unreported, dismissed or not treated with the seriousness that racism and discrimination in the workplace warrants.

The data allows us to track our own progress in relation to our goals for race equity.

Action

☐ Setting, then publishing aspirational targets;

☐ Publishing data to show how we are progressing. Use data from the Global Staff Engagement Survey which includes racial identity markers since 2021;

☐ Doing more to encourage employees to disclose their ethnicity. Putting in place mechanisms in the existing and new ERP systems for employees to be able to voluntarily disclose their racial and ethnic identities;

- ☐ Publish ethnicity (and gender) data by grades for graded positions to show progress;

- ☐ Publish ethnicity (and gender) data by grades for Ungraded positions by country, to show progress;

- ☐ Develop data sets and publish annual reports that draw on both qualitative and quantitative data to drive decisions, address disparities in pay and progression and promote a culture of psychological safety on race;

- ☐ Use data to drive a culture of transparency on our performance against all aspects of this strategic plan;

- ☐ Ensuring executive sponsorship of key targets;

- ☐ For senior staff to participate in reverse mentoring schemes to share experiences and improve opportunities, and being open in public about how they have achieved success, in particular DGs and DDGs in annual reports;

- ☐ Work with minoritized staff in all aspects of the development of this plan.

Establishing and embedding race in safeguarding practices

Building a strong culture of accountability will also require the establishment of 'race' as a recognisable protected characteristic in existing safeguarding practices, with clearly set out reporting structures for investigating complaints on racism and discrimination, and consequences, sanctions, and disciplinary procedures followed through. Our employees must have confidence in a reporting system that is robust and accounts for the nuanced manifestations of racism and the evolving nature of racism, and its intersectionality with socio-economic, gender and other markers of identities. Our employees will be confident in reporting racism without fear, including any backlash directed towards them as a result of our ambition set out in this plan.

Action

- ☐ Define and establish what it means to be 'safe' from a race perspective;

- ☐ Set out clear and well-understood policy (+implementation) for recording indirect and direct racist incidents, including bullying and language that is racist and offensive;

- ☐ Build trust and confidence in staff by visibly demonstrating that the Organization is committed to anti-racism and eliminating all forms of racism from within the workplace;

- ☐ Adapt the *We are all In* platform to ensure there is a space for reporting misconduct based on race or ethnicity;

- ☐ Monitor how incidents are reported, giving reassurance and confidence in a reporting process that is demonstrated to protects victims, and not expose victims to risks or career penalties;

- ☐ Provide well-being and trauma support for individuals impacted by direct racism;

- ☐ Establish clear reporting mechanism with consequences for perpetrators of racism, including sanctions and enforced disciplinary process;

- ☐ Work with the entities involved in addressing conflicts in the workplace (Human Resources Management, Ombudsperson's office, Office of the Inspector General, Ethics and Conduct), and ensure they have good anti-racism literacy to be able to understand and deal with allegations correctly with minimum bias; ensure their own staff are racially diverse; and ensure their communication and outreach efforts are clear about their readiness to address discrimination based on race as a form of misconduct.

Governance and accountability structure

It will also be necessary to put in place a new governance structure and a clear line of accountability for achieving our race equity action plan across the Organization. Currently teams require more clarity on structures for the new Gender and Diversity Coordination Unit and which department holds accountability for tracking progress on gender, social inclusion, and diversity and inclusion respectively.

Successful race equity work necessitates not only concerted efforts by the whole Administration, but also the individual buy-in and engagement of IOM staff members. The roll-out of the 5-Year Race Equity and Equality Strategy will need to demonstrate the role of individual staff members, and particular staff members who identify as an under-represented groups across each function and intervention.

However, depending on the emerging structure, it will be both urgent and important for the 5-Year Race Equity and Equality Strategy to be seen to be led by the Director-General and their leadership team, with a *Race Equity Action Group* which commits to and defines the implementation of the strategy, and holds the Organization to account for its progress. This Race Equity Action Group is chaired by the Deputy Director General, and/or the Head of the Gender and Diversity Coordination Unit. This Action Group will also include two representatives from different Employee Networks (including race equity champions) and GSAC.

Once the structure is decided, it will be easier to locate champions and senior responsible officers for each strategic interventions in the 5-Year Race Equity and Equality Strategy.

Action

☐ Establish a Race Equity Action Group, led by the Deputy Director-General and leadership team;

☐ Strong involvement of organized staff representation bodies including IOM GSAC and local IOM NSAC is strongly recommended;

☐ Ensure the Race Equity Strategy is translated into an Action Plan.

External partners

IOM's approach to anti-racism should extend to our procurement to ensure that we partner with suppliers and third-party contractors that are just as committed to improving race equity within their organisations. In procurement processes IOM should ask for proof of suppliers' corporate social responsibility, engagement in anti-racism efforts, and other forms of engagement that would make them suitable to work with IOM.

IOM should also ensure that staff and affiliated employees who work closely with external organisations such as government counterparts, implementing partners, donors, and other third parties are protected against racism and racial discrimination, with supervisors and managers pro-actively addressing any incidents or racial abuse, harassment and discrimination.

Action

☐ Improve our Supply Chains by one or more of these actions: working more with partners who expressly commit to diversity and inclusion or anti-racism or double IOM's work with groups who are under-represented or only work with partners who have diversity and inclusion improvement plans or partner with a business that is at least 51% owned by individuals or groups from a traditionally under-represented group;

☐ Give priority to suppliers who meet minimum standards in terms of social responsibility (including on anti-racism) to be defined by the organization;

☐ Do not work with suppliers who cannot meet minimum standards in terms of social responsibility. In geographical and national contexts where that is not possible, IOM should make every effort to convey the standards expected and promote adherence to such standards, as a way to promote change and awareness;

☐ All partners should be made aware of IOM's zero tolerance towards racial abuse and discrimination and adherence to zero tolerance should be part of any contract agreement;

☐ Ensure that agreements with implementing partners and any other external organization includes provisions that make it clear that racism and other behaviours contrary to IOM Ethics and Conduct Standards will lead to sanctions or terminations of such agreement.

COMMUNICATION

Overall goal

To create clear communications and engagement with staff at all levels so as to ensure that the race equity plan is rolled out with strong internal communications and with urgency.

Internal

IOM needs to ensure that communications concerning, for example, policy changes, organisational restructuring, staff rights, reporting channels and training opportunities reach all staff at all contract levels and contract types. Ideally there would be an iterative process that ensures all staff understand the implications of all changes, developments, rights and benefits, with supervisors and managers tasked to monitor progress.

An effective communications strategy will need to be developed to communicate the aims of the 5-Year Race Equity and Equality Strategy

Specific communication is needed to explain and reassure staff on the purpose of data collection on racialized identities and how this can support inclusive workforce planning, and to provide clarity on how the data will be stored, protected and anonymised.

IOM should also effectively communicate the extent to which the Organization is making progress and taking steps to work on anti-racism and its commitment to anti-racism in an open and transparent way.

Communications is a critical aspect of any advocacy strategy. Improving internal communications will help move messages effectively to all staff and employees, and bring different parts of the Organization together, galvanize support from existing anti-racist allies and build persuasive arguments to move important policies through the decision-making process in the Organization – such as the 5-year Race Equity and Equality Strategy.

One of the most important ways in which work on anti-racism can be strengthened is through more and effective use of internal communications to build IOM's commitment to anti-racism from within, and helping its leaders reinforce anti-racism actions. This is not only achieved by reflecting on how frequently IOM contributes to conversations on race, but also in reflecting the stories we tell, and the narratives we build, and the tone that is used. However 'good' our anti-racism strategy is, it will be weakened if it is not reinforced with internal communications.

Action

☐ Carry out a review of internal communications to ensure it is reaching all staff and all levels and types of contracts;

☐ Develop an effective global communications strategy in different languages to inform staff and promote the implementation of the 5-Year Race Equity and Equality Strategy;

☐ Develop a clear plan for building support, enlisting help from other senior leaders and motivating people;

☐ Develop purposeful and consistent communications to provide information, data and context for understanding the 5-Year Race Equity and Equality Strategy, and the extent to which the Organization is making progress;

☐ A first step is to research and discuss where racial stereotypes show up among society's shared language and if that is reinforced internally within IOM;

☐ Review IOM'S global image guidelines, content ethics and portrayal standards to ensure the images we use and stories we tell don't intentionally or unintentionally contribute to racism;

☐ Examine publications, website content, social media and internal policy documents for any evidence of:

– Words or images that reinforce stereotypes;

– Language that trivializes the experiences of youth and families, particularly those of colour;

– Messages that reinforce white dominant culture or norms.

External

IOM would benefit from a conversation with Member States and donors around racism. The conversation may be linked to IOM's unique position as global leader on migration issues that are inexorably linked issues of discrimination, including racial discrimination.

IOM could take the lead around these conversations that would seek to secure commitment from donors and Member States to support IOM's ambitions to establish itself as a global leader and role model for racial equity and equality, particularly for other global agencies.

One example: to "give-over" for a short period the organisational platforms to enable individuals from under-represented communities to regain autonomy and power in how their stories are told can be incredibly empowering.

Action

☐ Develop a communication strategy for external engagement with stakeholders, partners and member states;

☐ Expand the power of minoritized staff by creating space and opportunity to represent ideas, thoughts and proposals from their perspectives, for example, initiating internal and public discussion in collaboration with academia and the not for profit sector and handing over one of IOM's social media platforms for seven days to seven women living and working in different contexts;

☐ IOM should make a public pledge on anti-racism, published on its website, which summarizes its position and summarizes the commitments stemming from this strategy.

INVESTING IN RACE EQUITY AND EQUALITY ACROSS THE ORGANISATION

Additional resources will be required to support various strands of the 5-Year Race Equity and Equality Strategy, and whilst it is understood that some action points do not require financial resources, it would be irresponsible to set up an anti-racism strategy (or any organisational strategy) without investing some resources to ensure its sustainability and effectiveness and embedding a fundraising plan to realise the ongoing Race Equity and Equality Strategy.

Overall goal

To ensure race equity work is recognised and valued and resourced for meaningful change to take place.

Financial resources

Action

☐ Target resources from across the Organization to enable IOM teams to deliver on the 5-Year Race Equity and Equality Strategy by asking departments to allocate a notional budget for race equity work (USD 12K) and also earmark USD 340K from IOM core funds to undertake delivery tasks;

☐ Fundraising approach to target donors in HQ who are likely to support these efforts, for core resources on strengthening IOM's work on anti-racism internally (target of USD 570K) and more ambitious budgets for programmatic work which needs to reflect anti-racism, equality and equity work.

Investing in research and expertise

Investment on expertise on race, along the same lines of gender equity and social inclusion will lead to progress and action on race. It is important that teams work towards establishing internal expertise on race equity to drive institutional transformation, and start to embed inclusive practices in IOM's DNA. Expertise in race and understanding how to eliminate racism or creating and fostering more inclusive cultures cannot happen without some resource commitments across the Organization – both in terms of funding and also people's time, and commitment to change existing practices and policies.

Action

☐ Work towards establishing internal expertise in pursuit of what works on race equity to drive institutional transformation, embedding inclusive practice in our DNA;

☐ Build a team of race equity experts who will collaborate with departments and teams across the IOM workforce to support the delivery of this Plan;

☐ Build a coalition, share best practices and learn from peers and experts;

☐ Consider investing in research in collaboration with the UN family into race and racialisation so that we can better understand and respond to common challenges that exist;

☐ Request national offices to collect data on labour market statistics (national and regional level) as a first step towards monitoring;

☐ Research specific lived experience of nationals and international staff in the Organization. International staff report discrimination, and yet at the same time, national staff speak with one voice to situate responsibility for the lack of their career progression with international staff;

☐ Where possible in national offices collect data by gender, race and ethnicity to help build data for measuring the gender and race pay gap in due course.

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SETTING TARGETS

The Race Equity and Equality Strategy Action Plan Matrix annex which accompanies this document outlines the actions for each strategic intervention, with associated owners and departments with ownership and responsibility for progress in implementing **actions** The Matrix may be used to identify targets, set indicators and timelines as well as establishing monitoring and evaluation interventions and methodologies.

The overall goals for each pillar are outlined below:

OVERALL GOALS

1 Representation across all levels in IOM:

☐ To ensure inclusive recruitment, retention and progression are applied systematically across the Organisation into all levels of career grades, and not just at the entry level. Any targets adopted to achieve this goal should reflect a balance of actions at entry level, mid-career level and at senior levels of the Organisation. Action should also extend towards our partners who have a part to play in the workforce diversity of the Organisation.

2 Building an Institutional Culture where we can all Belong:

☐ To create an inclusive organisational culture that facilitates belonging and promotes respect for all employees, staff and partners and the wider community, measured by increased sense of belonging reported in employee surveys.

☐ Race equity work is not the job of a few individuals, we all have a responsibility.

3 Accountability and Governance:

☐ To ensure the development of unity, coherence and purpose by creating accountability for action on race equity across the Organisation.

4 Communication:

☐ Communicating with urgency will be critical to maintain motivation and inspiration to work collectively toward racial equity objectives.

☐ To create clear communications and engagement with staff at all levels so as to ensure that the race equity plan is rolled out with strong internal communications and with urgency.

5 Investing in Race Equity Across the Organisation:

☐ Effective tangible change requires resource. To ensure race equity work is recognised and valued and resourced for meaningful change to take place.
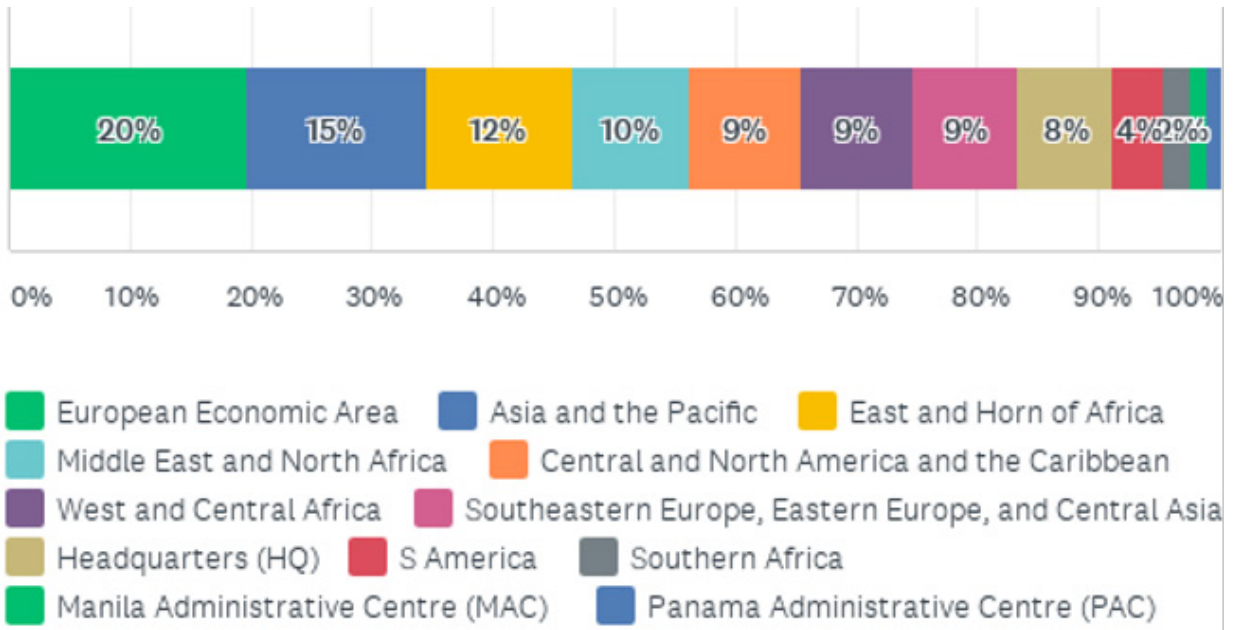
APPENDIX I

STAFF ENGAGEMENT ACTIVITIES

The following tables provide some top-line demographic and workplace data on the staff that contributed to the staff engagement activities. Table 1 shows the absolute number of staff that took part in the 1:1 interviews and the focus group discussions, and the percentage of responses to the all-staff racial equity and equality survey according to gender (as indicated on official identification), IOM contract status and racial/ethnicity self-identification. Table 2 shows the work location of respondents to the survey only,

Table 1. Summary of staff engagement data

Identify/workplace data		1:1 Interviews 25 Interviewees No of individuals	Survey 960 respondents percentage	Focus Groups No. of individuals
Gender according to official ID	Female	16	44.0%	8
	Male	9	55.0%	7
Contract status and position	International	15	64.0%	8
	National	6	36.0%	7
	Consultant	1	3.0%	0
	UG	3	35.0%	2
	Intern	1	3.0%	0
Racial self-identity	Person of African Descent	8	22.0%	4
	Middle East and Africa	2	7.0%	4
	Latin, Hispanic	3	12.0%	3
	White	5	32.0%	0
	South Asian	2	7.0%	1
	Southeast Asian	1	7.0%	1
	East Asian	1	3.0%	1
	Multiracial	1	3.5%	0
	Indigeneous	1	1.5%	1
	Central Asian	0	1.0%	0
	Persian, Turkic	0	1.0%	0
	Prefer not to disclose	1	3.0%	0

Table 2. Survey respondents regional work location

20%	15%	12%	10%	9%	9%	9%	8%	4%	2%	

0%   10%   20%   30%   40%   50%   60%   70%   80%   90% 100%

- European Economic Area
- Asia and the Pacific
- East and Horn of Africa
- Middle East and North Africa
- Central and North America and the Caribbean
- West and Central Africa
- Southeastern Europe, Eastern Europe, and Central Asia
- Headquarters (HQ)
- S America
- Southern Africa
- Manila Administrative Centre (MAC)
- Panama Administrative Centre (PAC)

APPENDIX II

LIVED EXPERIENCE OF DISCRIMINATION IN THE WORKPLACE

Table 3 presents responses to four questions in the racial equity and equality all-staff survey regarding lived experience of racial/ethnicity-based: a. minoritisation; b. disadvantage; c. discrimination and; d. bullying, harassment and abuse.

The data is presented per those categories and disaggregated according to racial/ethnicity self-identification separately for both national and international contract categories.

It is important to disaggregate the data, as the low percentage of self-identifying White staff in particular reporting experience or racism brings down the average quite considerably when presenting the all-staff data and thus presents a misleading picture of the alleged incidents of racism experience by, for example, staff that identify as People of African Descent (PAD).

Data highlighted in orange indicates unreliable data due to the low number of respondents in that category.

Table 3. Minoritisation, disadvantage, discrimination and bullying: Responses to all-staff survey

		PAD	MENA	South Asian	SE Asian	East Asian	Latinx Hispanic	White	Multi-racial	Central Asian	Indigeneous Peoples	Persian Tukic
National respondents												
No of individual respondents		146	44	43	41	4	72	144	19	12	7	5
Minorisation	Yes	23%	20%	21%	17%	0%	6%	1%	26%	0%	71%	43%
	Not sure	14%	7%	14%	20%	25%	13%	6%	21%	33%	14%	14%
	No	63%	73%	65%	63%	75%	81%	93%	53%	67%	15%	43%
Disadvantage	Yes	28%	14%	14%	12%	25%	4%	2%	21%	8%	29%	20%
	Not sure	7%	7%	12%	17%	0%	1%	2%	16%	25%	14%	0%
	No	65%	79%	74%	71%	75%	95%	96%	63%	67%	57%	80%
Discrimination	Yes	24%	7%	14%	8%	0%	3%	1%	16%	17%	43%	20%
	Not sure	6%	5%	9%	13%	13%	6%	1%	16%	8%	0%	0%
	No	70%	88%	77%	79%	87%	91%	98%	68%	75%	57%	80%

Bullying, harassment	Yes	19%	16%	16%	5%	0%	3%	1%	16%	25%	29%	20%
	Not sure	7%	7%	12%	8%	0%	4%	3%	11%	0%	0%	0%
	No	74%	77%	72%	87%	100%	93%	96%	73%	75%	71%	80%
International respondents												
No of individual respondents		45	19	17	18	12	30	139	14	7	5	4
Minorisation	Yes	43%	42%	47%	61%	67%	27%	7%	36%	29%	40%	25%
	Not sure	14%	16%	24%	11%	16%	0%	9%	14%	0%	40%	25%
	No	43%	42%	29%	28%	17%	73%	84%	50%	71%	20%	50%
Disadvantage	Yes	44%	37%	41%	39%	33%	30%	8%	29%	29%	40%	0%
	Not sure	9%	0%	12%	22%	17%	3%	12%	29%	0%	40%	25%
	No	47%	63%	47%	30%	50%	67%	80%	42%	71%	20%	75%
Discrimination	Yes	33%	37%	35%	28%	67%	17%	14%	43%	43%	40%	0%
	Not sure	2%	0%	6%	17%	0%	7%	8%	14%	0%	20%	25%
	No	65%	63%	59%	55%	33%	79%	78%	57%	57%	20%	75%
Bullying, harassment	Yes	34%	24%	27%	22%	42%	7%	10%	14%	0%	60%	0%
	Not sure	5%	18%	7%	28%	8%	3%	4%	29%	14%	20%	25%
	No	61%	58%	66%	50%	50%	90%	86%	57%	86%	20%	75%
Legend		Unreliable figures due to low response rate										
	PAD	Person of African Descent										
	MENA	Middle East and North African										