

IWIRC – Inclusion & Belonging

International Discussion Framework

1. Purpose

IWIRC is committed to **strengthening the participation, visibility and leadership of women across the insolvency and restructuring profession.**

This framework is intended to support discussion across IWIRC on how inclusion, belonging, and fair participation can be advanced across different regions, recognising that legal, cultural, and professional contexts vary significantly.

It is not a policy, not prescriptive, and not intended to override local law, regulation, or professional norms.

2. Guiding Principles

IWIRC seeks to foster professional environments that are:

- **Accessible** – avoiding unnecessary barriers to participation
- **Inclusive** – ensuring members and participants feel respected and able to engage
- **Equitable** – recognising structural differences and seeking fair outcomes rather than identical treatment

These principles are intended to guide judgment, not replace it.

3. Scope of Inclusion

IWIRC's core mission remains the advancement of women in insolvency and restructuring. At the same time, IWIRC recognises that:

- Members may experience barriers for different reasons depending on jurisdiction, culture, or personal circumstances
- An inclusive professional environment benefits members, the organisation and the broader profession.

This framework therefore supports context-sensitive approaches rather than uniform global standards.

4. Practical Considerations (Illustrative, Not Exhaustive)

Events and Programming

When feasible and appropriate:

- Consider format, timing, and cost to broaden access and participation
- Create opportunities for members at different career stages to contribute, lead and be visible
- Communicate clearly about logistics and expectations

- Encourage inclusive discussion, and formats that support candid, respectful and professional exchange and participation

Communications

- **Use clear, respectful, and professional language**
- Aim for accessibility in written and digital materials where practicable
- Be mindful of tone, representation and opportunities to highlight the contributions and visibility of women across the profession Ensure external communications reflect IWIRC's purpose and the breadth of member experience

Membership & Participation

- Provide clear points of contact for questions or reasonable adjustments
 - Allow optional disclosure of information (e.g. accessibility needs), handled with discretion
 - Remain alert to financial or structural barriers, addressed case-by-case
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6. Mission Focus – Clarifying Statement

IWIRC is dedicated to improving the professional standing and visibility of women in the insolvency and restructuring profession.

Regions may articulate this focus differently, depending on local legal, cultural, and professional considerations.

7. Status and Use

- This framework is discussion-oriented
- It is intended to support exchange of perspectives, not enforce alignment
- Any regional or committee-level adoption should be locally appropriate and voluntary

Annex – Events Accessibility and Inclusion Checklist

[NON-MANDATORY – This checklist is intended to give regional committees concrete prompts when planning events. It is not prescriptive and need not be adopted in full. Committees should adapt it to local circumstances.]

Timing and Time Zones

- Vary event times (e.g. breakfast, lunchtime, and evening) to accommodate different working patterns and personal commitments
- Where members span multiple time zones, consider rotating event times or offering hybrid/recorded alternatives
- Offer hybrid events where feasible, or alternate between hybrid and in-person formats

Cost and Accessibility of Venues

- Consider whether cost is a barrier to attendance and provide a confidential point of contact for those for whom cost is prohibitive
- Price events in appropriate local currency where possible

Cultural and Religious Calendar Dates

- Check proposed event dates against major religious and cultural holidays relevant to the local membership

Venue Physical Accessibility

- Check venues for step-free access, accessible toilet facilities, and adequate signage
- Communicate any accessibility limitations upfront in event information
- Include an “accessibility requirements” question on event sign-up forms

Alcohol-Free Options and Networking Formats

- Include events that are alcohol-free, or ensure non-alcoholic drinks are readily available and presented equally alongside alcoholic options
- Consider networking formats that do not centre on alcohol consumption (e.g. panel discussions, workshops, walking events)

Live Captioning and Accessibility Aids

- Where possible, provide live captioning for online and in-person events (e.g. available through MS Teams or Zoom)
- Offer reserved seating at the front for those who lip read or use hearing aids
- Make recordings and transcripts available post-event where feasible

Anonymous Questions

- Where possible, provide an option for anonymous questions and contributions during events (e.g. via digital Q&A tools)

Quiet Rooms and Prayer Spaces

- Where possible, provide a room for prayer, breastfeeding, or a quiet space for those experiencing sensory overwhelming
- Provide clear signage to such spaces and communicate that stepping away is encouraged and respected