



# **GENDER, EQUALITY AND DIVERSITY POLICY**

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## 1 Introduction

As a decentralized, global organization with offices in many countries GAIN recognizes that a diverse workforce makes an essential contribution to the success of its programs and to its ability to reduce malnutrition through sustainable strategies aimed at improving the health and nutrition of populations at risk. Drawing on the different perspectives and experiences of many individuals will add value to GAIN's core business.

The purpose of GAIN's Equality and Diversity Policy is to build a diverse workforce and to ensure that job applicants and employees do not receive less favourable treatment at work on the grounds of age, gender, marital or civil partnership status, pregnancy, maternity, family responsibilities, political beliefs, race, ethnicity, religion, disability, gender reassignment or sexual orientation.

The Policy guarantees that:

All GAIN employees will be treated fairly and with respect. For the purposes of this policy, the term 'employee' includes Consultants, Volunteers, Trustees and Interns.

All employees are entitled to a workplace free from harassment and discrimination. Harassment is defined as any behaviour based on any of the characteristics identified above which is unwanted and which has the purpose or effect of violating an individual's dignity or creating an intimidating, hostile, degrading, humiliating or offensive environment for that individual.

Discrimination occurs when someone is treated less favourably than another person because of any of the characteristics identified above.

All employees will have the opportunity to contribute and achieve their potential.

## 2 Related GAIN Policies

GAIN has implemented a GAIN Gender Policy which sets out what the organization aims to achieve in terms of gender equality and women's empowerment through the nutrition programs it supports around the world.<sup>1</sup>

GAIN has also put in place a Policy for Safeguarding Vulnerable Persons to protect the needs of vulnerable communities who are served by GAIN-funded projects.<sup>2</sup>

GAIN has a Policy on Harassment and Bullying to address these issues in detail<sup>3</sup>.

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<https://my.gainhealth.org/initiativesandteams/CS/GODHR/HR/HR%20Policies/Global/GAIN%20Gender%20Policy%20Final.pdf>

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<http://www.gainhealth.org/sites/www.gainhealth.org/files/Policy%20for%20Safeguarding%20Vulnerable%20Persons%20March%202014.pdf>

<sup>3</sup> Policy under development.

### **3 Scope of the Policy**

The Equality and Diversity Policy applies to GAIN job applicants and to all GAIN employees whether full time or part time, temporary or permanent and wherever they are located within GAIN's network of offices. It covers:

- a. Recruitment, Selection and Promotion
- b. Terms and Conditions of Employment
- c. Training and Career development
- d. Flexible Working
- e. Safe Working Environment
- f. Leadership, Management and Accountability
- g. Grievances, Disciplinary Action and Termination of Employment

In cases where the application of the policy conflicts with national legislation the legislation takes precedence.

### **4 Responsibility for the Policy**

The Board of Trustees has overall responsibility for the effective operation of this policy and for ensuring compliance with the relevant statutory framework prohibiting discrimination in each of its areas of operation. The Board of Trustees has delegated to the Chief Executive the day-to-day responsibility for implementing the policy and ensuring its maintenance and review.

The Director of Strategic Operations and Head of Human Resources have particular responsibility for ensuring that all HR policies and procedures support the objectives of promoting equality of opportunity and eliminating unfair or unlawful discrimination.

Managers and supervisors are responsible for setting appropriate standards of behaviour, eliminating discrimination, providing equality of opportunity within their teams and for promoting a culture of tolerance and respect.

All GAIN employees are responsible for treating others with dignity and respect.

### **5 General Policy Statements**

GAIN will:

- Promote a working environment where all employees are treated with respect and dignity;
- Ensure that no-one is disadvantaged by conditions or requirements which cannot be shown to be relevant to performance;
- Challenge discriminatory behaviours or attitudes wherever they occur;
- Respond swiftly and sensitively to any incidences of discrimination;
- Provide any reasonable adjustments for people with disabilities to ensure they have access to our services and employment;
- Ensure that employees' religion or beliefs and related observances are respected and accommodated wherever possible where the expression of those beliefs does not impinge on the legitimate rights of others;
- Ensure that we take account of the needs of our employees' pregnancy or maternity.

## **6 Recruitment, Selection and Promotion**

GAIN advertises all open positions on its website and states clearly that it welcomes applications from all sections of the community.

The job advertisement and job specification specify clearly the knowledge, experience and skills required by the applicant. Selection for employment will be on the basis of experience, aptitude and ability.

Candidate selection will always be carried out by more than one person.

## **7 Terms and Conditions of Employment**

GAIN applies a job classification scheme which uses specific criteria to identify jobs of similar complexity and responsibility and to place them within classification bands in order to identify work of equivalent or the same value.<sup>4</sup> Pay is then determined by the location of the position within the classification scheme.

Bonuses are based on the performance management process which applies equally to all staff<sup>5</sup>.

Terms and Conditions of Employment and benefits will be reviewed regularly to ensure that they are available to all employees who should have access to them and that there are no unlawful obstacles to accessing them.

## **8 Training and Career Development**

GAIN's performance management process supports the identification of training needs and opportunities and the identification of career development goals.

GAIN provides access to training and development opportunities to all staff. All employees will be helped and encouraged to develop their full potential and the talents and resources of the workforce will be fully utilized to maximise the effectiveness of our work.

GAIN's Policy on Training provides guidelines on training options, the procedure for applying for training, criteria, required approvals and budgets for training as well as timelines for developing a comprehensive training offering for the organization.<sup>6</sup>

## **9 Flexible Working Options**

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<sup>4</sup> <https://my.gainhealth.org/initiativesandteams/CS/GODHR/HR/HR%20Policies/Forms/AllItems.aspx>

<sup>5</sup>

<https://my.gainhealth.org/initiativesandteams/CS/GODHR/HR/Performance%20%20Management/Performance%20Management%20Documents/Forms/AllItems.aspx>

<sup>6</sup> <https://my.gainhealth.org/initiativesandteams/CS/GODHR/HR/HR%20Policies/Forms/AllItems.aspx>

GAIN provides access to a range of flexible work opportunities to support employees with family responsibilities or other employees whose work can be carried out effectively from home.<sup>7</sup>

## **10 Safe Working Environment**

GAIN prohibits all forms of physical or verbal harassment and discrimination.<sup>8</sup>

## **11 Leadership, Management and Accountability**

GAIN aims for diversity in its senior management and governance structures.

A statement of management support for the Equality and Diversity Policy is published on GAIN's website and is available to all staff along with the policy.

The Head of HR and HR Representatives are responsible for monitoring the policy and any complaints received.

## **12 Grievances, Disciplinary Action and Termination of Employment**

GAIN will ensure that, where applicable, grievance and disciplinary procedures are carried out fairly and uniformly for all employees, whether they result in the giving of disciplinary warnings, dismissal or other disciplinary action.

We will monitor redundancy criteria and procedures to ensure that they are fair and objective and do not directly or indirectly discriminate against employees.

## **13 Breaches of this policy**

Staff should use the grievance procedure to make a formal complaint regarding any instance of harassment or discrimination<sup>9</sup>. More information regarding options, and support for employees who feel they are being harassed, can be found in the Harassment and Bullying Policy.

Serious breaches of the Equality and Diversity Policy will constitute gross misconduct and give rise to penalties up to and including dismissal.

Anyone found guilty will be dealt with according to the disciplinary procedures laid down in national legislation.

GAIN is committed to protecting against retaliation those staff members who report what they reasonably and in good faith believe to be any instance of harassment or discrimination under

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<sup>7</sup> <https://my.gainhealth.org/initiativesandteams/CS/GODHR/HR/HR%20Policies/Forms/AllItems.aspx>

<sup>8</sup> Under development

<sup>9</sup> <https://my.gainhealth.org/initiativesandteams/CS/GODHR/HR/HR%20Policies/Forms/AllItems.aspx>

the terms of this policy. "Retaliation" or "victimization" means any direct or indirect action that might be recommended, threatened or taken to the detriment of an employee who engaged in reporting misconduct or who is suspected of doing so. Retaliation against a person reporting breaches of this policy will lead to disciplinary proceedings up to and including dismissal.

Any employee who maliciously makes or supports an untrue complaint will also be subject to disciplinary proceedings.