

GENDER EQUALITY POLICY

A just world that values and conserves nature.



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GENDER EQUALITY POLICY

Gender equality policy at organisational level

This policy on gender equality states the equity and diversity principles and practices applied across the employment lifecycle to support and improve gender equality outcomes in the workplace. It provides an overall framework for responsibility and accountability and includes measurable gender equality objectives.

It outlines our stated gender equality intent, priorities and practices at organisational level. It is an important resource for communication to all employees, regardless their position, the expectations and standards to ensure that women and men are equally represented, valued and rewarded within IUCN NL.

To achieve gender equality and inclusiveness in our conservation efforts, we require at organisational level:

1. The acknowledgement that both women and men need to be involved and engaged in actively supporting and encouraging gender equity: we stand together and it's a shared responsibility.
2. Behaviour and cross-cutting actions aligned with this policy.
3. Intolerance of any forms of behaviour that run against this policy.
4. The valuation of a diverse workforce and the articulation of the benefits arising from gender equality.
5. The commitment to promoting a culture that embraces gender equality at all stages of the employment cycle.
6. A process for correcting inequities when discovered.
7. Development and monitoring of indicators.

A working group, gender focal point and a portfolio holder in the management team have already been assigned.

The benefits

An organisational gender equality policy will formally support IUCN NL's existing processes to:

- Provide both women and men access to equal opportunities and outcomes, including equal remuneration for work of equal or comparable value.
- Remove barriers to the full and equal participation of minorities in the workforce.
- Provide full and genuine access for men and woman to all occupations, including to leadership roles at every level.
- Drive a culture where rewards are directly linked to employee contributions and performance.
- Eliminate discrimination on the basis of gender, particularly but not only in relation to family and caring responsibilities for both women and men.

Implementation of practices at organisational level

Gender equality in the workplace is a shared responsibility for all involved. Therefore, at organisational level gender-sensitive and gender-equitable practices should be integrated into the following areas:

1. Recruitment, selection and placement
2. Performance management
3. Remuneration

4. Rewards and recognition
5. Learning and development
6. Policies
7. Office
8. Safety
9. Guidelines for gender considerations at events

1. Recruitment, selection and placement

During the recruitment process we attract and search qualified candidates for the vacant position. Out of all applications we will select the best candidates for the job. They are on the first shortlist and are invited for an interview. Out of those invited for a second interview we select the most suitable candidate.

- We ensure that the recruitment and selection procedure promotes equal employment opportunity for all, regardless of sex, sexual orientation, gender identity, age, religion, economic status, political affiliation, ethnic background, disability and other personal characteristics that are unrelated to the job performance and thus:
 - All vacancies are open to all.
 - Vacancy texts are gender neutral unless we wish to encourage breaking through stereotyping (encourage women to apply for male-dominated jobs and vice versa). Mention the diversity in the office in vacancy texts.
Diversify the 'fishing pond' to reach and find a broader target group.
- The selection committee consists of at least one woman and one man.
- The selection process is transparent: the ranking of the candidates is shared within the selection committee and HR. HR will see to a gender equal classification.
- To safeguard gender equity at IUCN NL the procedure includes the implementation of affirmative action (= provide increased opportunities to those underrepresented) to correct possible gender disparity in different levels of the organisational structure.
- In case of identified gender disparity the 'two in the pool' method is used: there are at least two minority candidates in the final candidate pool.
- The interviewers ask questions that are not gender-sensitive and devoid of gender stereotypes. If desired, they can have their questions checked by HR.

Related to recruitment are retention and resignations. Key features that will be included are respectively:

- Providing a "keep in touch" programme for employees on maternal and parental leave.
- Monitoring, analyzing and tracking exits by gender to understand the reasons for employees for leaving. Include relevant questions in the exit form.

2. Performance management, rewards and recognition

Performance management describes the way the employee contributes to organizational goals through her/his individual goals. This is assessed by the employee's manager.

In our performance cycle:

- There's a timely feedback and individual coaching.
- Work assignments and/or performance indicators can be adjusted in view of employee welfare concerns.
- HR offers advice/coaching/mediation throughout the process in case of disagreement between manager and employee.

- We ensure that employees on maternity leave and other gender-related leave will not be discriminated against.

To make the performance cycle more transparent on gender equity

- Performance measurement standards will be formulated.
- HR will conduct analysis of the performance ratings issued to both women and men.
- HR will conduct analysis of the number of promotions for both women and men.

3. Remuneration

A remuneration policy describes an approved course of action and/or principles related to remuneration matters such as scales, increments and depending on the function/role, years of experience, educational level and competences.

The steps to be taken are:

- Identify potential salary gaps and have a process at hand for correcting pay inequities if discovered.
- When designing a new pay structure it includes a description of the course of action and/or principles in which is formally stated that IUCN NL endorses and is committed to gender pay equity: men and women in the same employment performing equal work will receive equal pay.
- Write gender-neutral role descriptions that contain responsibilities and mandates.
- Have staff evaluated in line with the course of action and/or principles.

4. Rewards and recognition

A rewards and recognition policy encourages the recognition of excellent performance and achievement with the end goal of assisting the organisation in pursuing its strategic goals and objectives through the use of meaningful rewards. This policy may also consider affirmative action to address gender disparity and/or elevate the status of a minority in the organisation.

HR will prepare a rewards and recognition policy.

5. Learning and development

IUCN NL has a policy and budget for individual and collective training and development.

To build common understanding around gender staff induction and continuous training opportunities are necessary. With the gender focal point HR will set up a plan for office-wide learning and development on gender.

Learning goals on gender are:

- ➔ Create awareness with regard to gender sensitivity.
- ➔ Create awareness with regard to bias and stereotyping and how to counter this.

6. Policies

Our policies contain a set of principles and related guidelines that describe the way we work (together) and how we interact. These apply to all employees and no distinction is made unless exceptions should be made -whether by law or not- for particular persons or groups.

We offer family friendly and flexible working policies to allow staff to fulfill both their professional and caring responsibilities and to achieve an equal sharing of jobs and caring by women and men: flexible working hours, working from home, part time employment, maternal and parental leave, informal care, lactation facilities at work.

The managers play an important role in encouraging employees to share their needs for caring responsibilities with them and to find ways together to properly combine work and care.

HR will review and design organisational measures that prevent discrimination (e.g. sexual harassment policies) and clearly communicate IUCN NL's benefits and commitments regarding family-friendly and flexible working policies.

In the discussion about the organisational structure (2020) and role descriptions we will establish guidelines for ensuring gender balance in teams and in decision making, and define gender-neutral (leadership) profiles.

7. Office

Employees spend a considerable amount of time in the office. On the basis of good employment practices we do our utmost to ensure a safe and conducive work environment for all employees and others present in the office.

- On a regular basis a Preventive Medical Survey is conducted, providing relevant information on gender and inclusivity. Based on the results an improvement plan is drawn up.
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- IUCN NL disposes of a code of conduct and an integrity policy including anti-sexual harassment guidelines, a committee which handles investigation of sexual harassment cases, and an internal and external trusted person.
- Furthermore, a gender focal point has been appointed. She is the coordinator of the gender working group.

HR will make role descriptions for both the gender focal point and gender working group.

As of 2020 more time and attention will be spent on internal communication about these topics, creating more awareness and easier access to the abovementioned facilities.

8. Safety and security

Travel to and working in risk areas worldwide involves risks. The organisation therefore ensures that every employee on a mission for IUCN NL is aware of this by constantly bringing safety to the attention. It applies to everyone that personal safety and integrity are paramount at all times.

Some travellers encounter specific safety risks concerning gender-related issues. In that case additional or different measures will be taken in agreement with the employee.

Female employees are often exposed to extra risks like harassment and other threatening situations when travelling and working, especially in male dominated cultures. To mitigate these risks and/or to be able to deal with these situations with confidence and determination all female employees working in projects will do the female traveller's course.

9. Guidelines for gender considerations at events

When organising a panel we commit to gender balanced panelists.

When invited as panelist for a panel discussion in which the gender balance of panelists is not met, IUCN NL, where possible, commits to appointing an expert of the opposite sex to contribute to a more gender balanced panel.

Measurement of success of the policy

To measure the (successful) implementation of this policy in the eight areas of our organisation, we will periodically look at a) outputs and b) outcomes of the policy.

a) Outputs

The policy promises to pick up many elements related to gender equality in the organisation of IUCN NL. To plan and monitor the progress made in the implementation of the policy, every half year the gender working group and the gender focal point will elaborate a working plan showing the activities to be achieved in the coming half year, based on the elements mentioned in this policy. Also, the group will look back at what happened in the previous half year, to learn from that and adjust the working plan where necessary.

b) Outcomes

The outcomes should show the results of the policy in the organization and should show in how far the benefits mentioned in the beginning of this policy are reached, or better, how this is perceived by the employees of the organisation. This will be done through an online perception survey amongst IUCN NL colleagues every two years. This survey will pose questions such as the perceived barriers and equal opportunities, discrimination, etc. Directly after implementation of the policy, a baseline will be formed that can serve as reference material for future reference. This can also highlight output priorities of the organisation to be taken up by the working group.