

		DIVERSITY, EQUITY AND INCLUSION POLICY	
QMS document number:	PL 02-08-09	QMS document version:	1.0

1. Background

For FIND, **excellence and diversity go hand in hand**. We believe that the greater our diversity of backgrounds, cultures, perspectives, skills and experiences, the greater our ability to have impact in global health. The populations that we serve, supporting their right to health, should benefit from the broadest range of thought and innovation that FIND can offer.

We have established a Diversity, Equity and Inclusion (DEI) Working Group, comprising volunteer staff, that is responsible for ensuring that the principles outlined in this policy are implemented through clearly defined terms of reference and a roadmap of activities, for the benefit of the entire organization. FIND considers DEI key to its organizational culture and to the trust that the global community places in the organization.

This policy is part of a broader policy framework and is intended to complement the following existing policies, which are accessible on FIND's website:

- [FIND Code of Conduct and Ethics](#)
- [FIND Gender Policy](#)
- [FIND Safeguarding Policy](#)
- [FIND Publications Policy](#)
- [FIND Hybrid Working Policy](#)

2. Purpose

This policy aims to define FIND's approach to diversity, equity and inclusion in such a way that all who work for and with FIND remain free from discrimination and benefit from a relationship and environment of inclusion and trust, irrespective of their background, identities or differences.

3. Scope

This policy applies to all FIND Board members, staff, consultants, volunteers, interns, service providers, partners and trial/study/training participants (collectively FIND's stakeholders), irrespective of their geographical location.

4. Definitions

Diversity: The characteristics and identities that make us different. This includes demographic differences, such as ethnicity, nationality, religion, gender, sexual orientation, age, socio-economic status, and physical disability. It also comprises more personal differences such as lifestyles, life experience, personality characteristics, family composition, education, and tenure within FIND. Its deeper meaning is "differences".

Equity: Equity is the principle of fair treatment for all people, achieved through improving access and eliminating barriers to opportunities and advancement, by ensuring that processes are impartial, fair and provide equal possible outcomes. Its deeper meaning is "fairness".

Inclusion: Inclusion is a strategy for capitalizing upon each person's unique and individual strengths to increase an organization's productivity, problem-solving capacity, innovation and performance. Inclusion aims to encourage active engagement, acknowledging the value of the contributions and participation of everyone in an organization. It also helps to ensure that everyone

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feels that they belong to the organization and can express themselves in a psychologically safe environment. Inclusivity enhances the workplace environment. Its deeper meaning is “belonging”.

Discrimination: Discrimination refers to any direct or indirect unjust or prejudicial treatment of anyone due to any aspect of their diversity. **FIND does not tolerate any form of discrimination.**

5. Policy

We aim to recruit and retain a workforce as diverse as the populations we serve around the world.

We aim to develop and maintain an environment in which differing ideas, abilities, backgrounds and needs are fostered and where everyone is able to participate and contribute fully.

We commit to encourage diversity, equity and inclusion in all interactions, so that everyone who interacts with and within FIND feels that they can safely raise issues, propose ideas and be themselves.

6. Our Expectations

To ensure this policy is actionable, the FIND Diversity, Equity and Inclusion Working Group is expected to:

- foster understanding and awareness of DEI within FIND and engage staff in its activities
- support FIND’s management in implementing DEI initiatives
- highlight DEI priorities to the Executive Team, to be incorporated in the annual DEI action plan and establish organizational targets for DEI

All of FIND’s stakeholders are expected to:

- actively seek and implement actionable means of bringing and enhancing diversity and inclusion in i) the employment lifecycle and ii) workplace interactions, including meetings
- embody the values of diversity and inclusion through behaviours and speech, which are respectful of difference and free of any form of implicit or explicit discrimination
- proactively ask for and provide respectful feedback individually, at team level and towards the organization more broadly, on areas of improvement for diversity and inclusion
- actively seek to increase diversity and inclusion of those we engage in our work
- ensure that diversity and inclusion are part of programme development
- create and maintain an environment in which difference is championed
- participate in diversity and inclusion workshops on an annual basis
- share suggestions for improvements or new methods for inclusion in the workplace with the DEI Working Group

FIND’s leadership will:

- ensure training and development opportunities for diversity, equity and inclusion are available to all staff

- hold themselves and all staff accountable to the highest levels of integrity, diversity, inclusion and non-discrimination as both values and practices
- monitor the success of this Policy and the FIND DEI Working Group annual action plan and formally review progress annually
- ensure that FIND regularly undertakes audits on equal pay and monitors any potential discrimination, bias or favouritism in promotions, providing concrete adjustments where necessary¹.

7. Zero Tolerance of Discrimination

FIND recognizes the harmful effects of discrimination and victimization and has zero tolerance for discrimination. If discrimination is observed or experienced, reporting/complaints mechanisms are available and accessible to all². Staff can seek psychosocial support from our official external Person of Trust.

Retaliation for reporting discrimination, in good faith, will not be tolerated. Retaliation is considered misconduct under FIND's Code of Conduct and will be considered a serious offence.

This policy is fully supported by the governance and leadership teams at FIND.

Any breach of this policy may be regarded as misconduct and could lead to disciplinary action.

¹ FIND commits to a gender pay gap that is at or below 5% and undertakes a gender pay-gap analysis every two years with the Swiss Confederation's LOGIB analysis tool.

² FIND's stakeholders are encouraged to raise any concerns about discrimination, whether real or perceived, relating to activities led by FIND or in which FIND is involved or considering involvement. Any concerns can be raised with any supervisor, with senior management or anonymously via our [ethics hotline portal](#). For staff, a designated, external, independent Person of Trust can be contacted for psychosocial support.