# Gender Equality Policy


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## 1. Policy Statement

FIND's mission is diagnosis for all. The organisation's vision is of a world where diagnosis guides the way to health for all people, regardless of race, ethnicity or nationality, gender, age, sexual orientation, colour, disability, or religious or political beliefs. FIND recognizes that gender, disability and social exclusion intersect with poverty, geography, age, ethnicity and health status, shaping access to diagnostics. Addressing these barriers is central to FIND's mission to ensure equitable access to reliable diagnosis.

As a leading non-profit organization that is dedicated to tackling diseases of poverty, FIND is committed to promote gender equality and preventing gender-based discrimination across its global workplaces, organizational practices and programmatic activities. FIND seeks to integrate relevant gender considerations throughout its operations, programmes and partnerships.

The organisation recognizes diversity in sex characteristics, gender identities and gender expressions and is committed to an inclusive environment. FIND also recognizes that the diversity of backgrounds, cultures, perspectives, skills, and experiences can strengthen its organization and its impact on global health.

This Policy establishes FIND-wide principles and minimum standards relating to gender equality.

FIND applies a Gender Equality, Disability and Social Inclusion (GEDSI) lens across this Policy. GEDSI recognizes that gender intersects with disability, ethnicity, age, geography, poverty and other factors, creating barriers to access to diagnostics, employment and decision-making.

## 2. Purpose

The aim of this policy is to articulate FIND's commitment and approach to gender equality in its workplaces. It provides a set of principles and guidelines for integrating gender specific perspectives into FIND's workplace, its programmatic activities and partnerships.

Safeguarding concerns involving discrimination, harassment or sexual harassment may be reported and will be addressed in accordance with the FIND Safeguarding Policy, Code of Conduct & Ethics, Grievance Procedure and Whistleblowing Policy, as applicable.

## 3. Scope

This is an organization-wide policy that applies to FIND headquarters and all its country offices.

This Policy applies to all FIND employees, officers, interns, FTECsc members of FIND's governance bodies (for this Policy: 'FIND Personnel').

FIND also expects it's Partners to respect and apply the principles of this Policy relevant to their activities, as further reflected in applicable contractual arrangements or project requirements.

This Policy also recognises that donor agreements may specify their own gender and GEDSI requirements and those will apply in the conduct of specific activities where applicable.

The Policy should also be applied in accordance with applicable local (country specific) laws and contractual obligations. Where applicable law provides greater protection or imposes additional requirements, those requirements shall prevail.

The C-suite and senior management are implementation leads of this Policy setting the standard for the rest of the organisation and ensuring that the subject of gender equality remains on the organizational agenda. FIND Personnel and Partners are also required to observe and promote the principles of gender equality in their daily conduct. This Policy establishes FIND-wide principles and should be read and applied in conjunction with the Safeguarding Policy, *Code of Conduct and Ethics* and *Employee Handbook*.

## 4. Definitions

FIND has adopted WHO definitions for sex and gender.

**Sex** is defined as the biological and physiological characteristics that define human as male, female or intersex.

**Gender** refers to the socially constructed attributes, which have health considerations in the background. Definitions of gender are further elaborated here:

- Gender: socially constructed characteristics of women and men, such as norms, roles, and relationships of and between groups of women and men. The definition of gender varies from society to society and can be changed or adapted.

  The concept of gender includes five important elements: relational, hierarchical, historical, contextual and institutional. While the majority of people are born male or female, and display characteristics and behaviors associated with their sex, they are taught norms and ways of conducting themselves, including how they should interact with others of the same or opposite sex within households, communities and work places. When some individuals or groups do not fit established gender norms, they may face stigma, discriminatory practices or social exclusion – all of which can adversely affect their health.

- Gender equality: equal rights, responsibilities, opportunities and treatment for people of all gender to access and control social, economic and political resources, including protection under the law (health services, education and voting rights). It is also known as *equality of opportunity*. Gender equality is often used interchangeably with gender equity, but the two refer to different, complementary strategies that are needed to reduce gender-based health discrimination.

- Gender equity: Gender equity is ensuring that resources and opportunities are tailored to different needs, circumstances and barriers, with the aim of achieving

gender equality.

- Gender balance: Gender balance is a human resource issue. It is about the equal participation of women and men in all areas of work (international and national staff at all levels, including at senior positions) and in programmes that agencies initiate or support (e.g. food distribution programmes). Achieving a balance in staffing patterns and creating a working environment that is conducive to a diverse workforce improves the overall effectiveness of our policies and programmes, and will enhance agencies' capacity to better serve the entire population.

- Gender-responsive: programmes or policies that consider and address gender norms, roles and relations, without necessarily seeking to change the underlying norms.

- Gender-transformative: programmes or policies that actively seek to shift harmful gender norms, roles and power relations, going beyond accommodation toward structural change.

**GEDSI (Gender Equality, Disability and Social Inclusion):** an integrated approach recognizing that gender inequality, disability exclusion, and broader social exclusion (based on ethnicity, age, geography, poverty, migration status, sexual orientation, or health status) are interconnected and mutually reinforcing, and must be addressed together rather than as isolated issues.

**Intersectionality:** the recognition that an individual's experience of discrimination or disadvantage is shaped by the interaction of multiple, overlapping identity factors (e.g. a woman living with a disability in a rural, low-income setting faces compounded barriers distinct from either gender or disability alone).

**Sex- and gender-disaggregated data:** data collected and reported separately for different sexes and genders, enabling analysis of differential outcomes and access.

**Do-no-harm:** the principle that interventions must be designed and delivered so as to avoid causing or exacerbating harm, exclusion, or unintended negative consequences for any group.

# 5. Guiding Principles and Approach

## 5.1. Governance and Leadership

FIND strives towards balanced representation and geographic diversity in its Board and Governance Committees consistent with Global Health best practices.

In operating the guiding principles, FIND will:

- ensure that candidate pools for Board and senior leadership appointments include qualified candidates of more than one gender, and will use open, transparent search processes to broaden the pool of candidates, including from low- and middle-income countries (LMICs);

- publicly report the gender composition of its Board, Executive Committee, and senior management on at least an annual basis;
- strive to set an internal target for gender parity in senior leadership (Director level and above) and report progress annually to the Board.

## 5.2. Organizational operations

5.2.1 Staff composition, representation and equal opportunity

The organisation aims not merely for formal equal treatment, but for outcomes that are genuinely equitable, recognizing that different groups may require different support to achieve the same result.

It would therefore adopt equal opportunity practices, applying objective and fair criteria so that staff members are selected, assessed, promoted and treated on the basis of experience, qualifications, merit, abilities, and performance relevant to their post.

FIND prohibits direct and indirect discrimination on the basis of sex in all aspects of employment, including recruitment, selection, terms and conditions of employment, remuneration, training, promotion, career development and termination.

FIND will promote gender-responsive recruitment practices, including inclusive and gender-sensitive vacancy language, diverse outreach, and transparent, objective shortlisting criteria. Where feasible, recruitment processes should also include gender-balanced interview panels to help reduce bias and support equitable selection.

FIND also

- prohibits discrimination on other grounds protected under applicable law or other FIND policies. Discrimination related to pregnancy, maternity, marital status or family situation is also prohibited;
- seek to achieve a gender balance at all levels, including senior management, the Board, and functional committees;
- review this Policy in every two years, or earlier if required, and take steps to address imbalances while maintaining objective, merit-based selection and the expertise and capabilities required by the organization;
- streamline equal-opportunity practices across FIND offices and ensure common accountability mechanisms, as well as monitor gender equality indicators and transparency requirements to identify potential gender-related issues. Any such monitoring shall be carried out in accordance with applicable laws (eg. data-protection and employment laws).

5.2.2 Workplace, dignity and remuneration

FIND is commited to a fair, safe, and inclusive workplace for staff of all genders, disabilities, and backgrounds. The organisation will apply a structured framework for its recruitment, remuneration and recognition models. Find will:

- provide a safe and secure workplace for all Personnel, free from gender-based discrimination, harassment and sexual harassment;
- take reasonable preventive measures and will address concerns regarding sexual harassment and gender-based discrimination in accordance with applicable FIND procedures, and address all concerns raised in the event of complaints and/or escalations of conflicts;
- take appropriate preventive measures and will promptly and appropriately address concerns regarding gender-based discrimination, harassment and sexual harassment in accordance with applicable FIND procedures;
- make merit-based decisions using objective, transparent and job-related criteria on remuneration and other employment conditions and respect salary bands based on position and experience only. FIND is committed to equal pay without discrimination based on sex or gender for work of equal value and prohibits gender-based discrimination in remuneration;
- regularly assess pay equality within each country office. Where disparities are identified that cannot be objectively justified, FIND will consider appropriate corrective measures.

## 5.3. Programmatic activities

FIND is committed to ensuring that its diagnostics R&D and access programmes account for the ways how gender, disability, and social exclusion shape who is diagnosed, treated, and reached. This would work on eliminating gender bias in its programmatic activities:

- where relevant to the project or programme, consider sex- and gender-related factors in landscape assessments, project design and implementation a component to identify gender dynamics that affect the disease and its control that will better enable the creation of innovative solutions;
- where relevant, appropriate and possible, provide disaggregated data by relevant characteristics to indicate if/how gender impacts outcomes or access. Such data shall be collected and used in accordance with applicable laws and ethical and research requirements;
- use these data and relevant analysis to move *“from knowledge to practice”*, i.e., to inform project design, implementation and access activities;
- aim to ensure that all capacity building and other programme activities supported by FIND include balanced target groups, with regard also the local context and objectives

of the activity in question;

- sensitize project teams to understand applicable FIND requirements relating to non-discrimination, safeguarding, harassment and reporting in order to ensure appropriate responses to these situations , if encountered in project settings;
- strengthen linkages with groups (e.g., advocacy, civil society) that work to address gender disparities in FIND's target populations.

### 5.4. Partnerships, Procurement and Country Engagement

FIND is committed to embedding GEDSI considerations in how it works with partners and countries. In implementing this principle, FIND will:

- encourage gender and social-inclusion diversity in the composition of technical and advisory committees, consortia, and country working groups it convenes or participates in;
- consider GEDSI criteria in the selection and management of implementing partners and, where appropriate, encourage suppliers and contractors to demonstrate their own commitments to gender equality and non-discrimination;
- support locally led and co-created partnerships in endemic countries, prioritizing genuine decision-making roles for in-country partners rather than token consultation.

### 5.5. Data, Monitoring and Accounting

FIND is committed measuring and reporting on its gender and GEDSI performance, consistent with the accountability mechanisms used across the global health sector.

The organisation will:

- promote appropriate awareness and training on gender equality, non-discrimination and prevention of all forms of harassment;
- ensure that all internal and external trainings facilitated by the organization are gender-responsive, including specific trainings on FIND policies (Code of Conduct & Ethics, Gender Equality, and Safeguarding);
- develop a simple internal marker or checklist - comparable to the Global Fund's Gender Equality Marker - to flag the extent to which new projects and grants are gender-responsive at proposal stage;
- report annually to the Board on progress against this Policy's commitments, including workforce composition, pay equity findings, and programmatic gender-responsiveness indicators;
- establish a small cross-functional Gender & Inclusion Focal Point network, modeled on WHO's Gender, Equality and Human Rights focal point network, to support mainstreaming of this Policy across departments and country offices.

# Document administration

## 1. Change History

| Document version | Section reference | Change from | Change to |
|---|---|---|---|
| 1.0 | N/A | N/A | First issuance of document |

## 2. Approvals

| **Version Number** | **Approval Process** |
|---|---|
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| | Reviewed by:<br>Internal Policy Working Group<br>FIND CFO<br>FIND CEO |
| | Reviewed & recommended by:<br>FIND Board Governance & Nominating Committee |
| | Approved by:<br>FIND Board - 8th September 2026 |
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