
DIVERSITY AND INCLUSION POLICY



JULY 2023

POLICY STATEMENT

The Adara Group operates within diverse national and international communities and is committed to implementing policies, practices and ways of working that support diversity and inclusion.

We have zero tolerance for discrimination in all forms. We support and seek to fulfil the human rights of the most marginalised and vulnerable people, and believe these rights are inalienable, indivisible, and universal. We respect, promote, and protect the rights of people with disability,¹ and their inclusion.

Our commitment to diversity is reflected in the varied backgrounds of our teams as well as the international communities within which we work. We believe that diversity fosters an environment of mutual learning and understanding, respect, dignity, awareness and openness to other cultures and beliefs, and it sits at the core of the Adara Group's culture and values.

PURPOSE OF POLICY

The purpose of this policy is to ensure that inclusion and diversity principles are integrated and underpin all aspects of work at the Adara Group. This policy provides a framework to manage an increasingly diverse workforce as well as the way in which services are delivered and received by the Adara Group.

SCOPE OF POLICY

This policy applies to all "Adara Persons", by whom we mean the following people working with the Adara Group:

- Employees
- Directors
- Trustees
- Secondees
- Contractors
- Trainees
- Interns
- Work experience students
- Volunteers

DEFINITIONS

DIVERSITY

Diversity refers to the visible and invisible differences that exist between people, including:

- sex, pregnancy, or breastfeeding;
- gender, sexual orientation, gender identity, gender expression or intersex status;

¹ Persons with disabilities include those who have long-term physical, mental, intellectual or sensory impairments which in interaction with various barriers may hinder their full and effective participation in society on an equal basis with others: *UN Convention on the Rights of Persons with Disabilities*.

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- race, colour, indigeneity, caste, tribe, descent, nationality, national origin, ethnicity, ethnic origin or ethno-religious origin;
 - language, culture or social origin;
 - immigrant status including displacement;
 - religious belief or activity;
 - political belief or activity;
 - socio-economic status;
 - trade unionism;
 - marital or relationship status;
 - responsibilities as a carer or family responsibilities;
 - physical or mental disability or impairment, or neurodivergence;
 - age;
 - military or veteran status including service in the voluntary defence forces;
 - personal association with a person identified by reference to one of the above attributes; and
 - ways of thinking and ways of working, (“diversity factors”).

INCLUSION

Inclusion refers to ensuring that Adara Persons and the broader community the Adara Group interacts with have equality of opportunity in the organisation without any barriers or obstacles as a result of diversity factors.

RESPONSIBILITIES

The Adara Group is responsible for creating a culture that inspires respect and welcomes diversity by fostering an environment of mutual respect, learning, dignity, openness to other cultures and an appreciation of different value systems. Diversity practices are encouraged and we value input from Adara Persons into creating new and creative ways to promote diversity and inclusion. Methods in which these practices are promoted include:

- Facilitating a management culture that values and promotes diversity
- Taking part in community activities which create understanding and awareness around diversity
- Training programmes for Adara Persons which enable a deeper understanding and appreciation of the differences in culture and backgrounds of individuals within the organisation
- Encouraging contribution by, and successful participation of, Adara Persons from diverse backgrounds
- Enhancing the visibility of diverse groups within the organisation
- Ensuring Adara Persons are aware of their rights and responsibilities
- Reviewing our internal operations and programmes for consistency with the commitments outlined in this policy.

MANAGERS

Managers are responsible for understanding their role in promoting diversity within the organisation, communicating and implementing policies and procedures effectively and working with Adara Persons to integrate the values of diversity into employment practices.

ADARA PERSONS

All Adara Persons are responsible for understanding this policy and incorporating it into their daily work practices.

PROGRAMMES

The Adara Group through its programmes will seek to address the underlying conditions that hinder people in the communities it serves from accessing quality health and education services, including those

influenced by discrimination on the basis of race, religion, ethnicity, indigeneity, disability, age, displacement, political affiliation, caste, gender, gender identity, sexuality, sexual orientation, poverty, class or socio-economic status. In the communities we serve, women, children (particularly girls) and people with disability are particularly vulnerable to marginalisation. We recognise the importance of full and effective participation and inclusion. Methods in which this is practiced and promoted includes the design and planning of frameworks, tools and templates which ensure that stakeholders have an opportunity to participate and influence decision-making in initiatives and projects which affect them. Further, we ensure that all programmes entail monitoring and evaluation frameworks for initiatives with specific aims to support, include and empower people at increased risk of marginalisation (including women, children and people with disabilities).

FRAMEWORK FOR INTEGRATING DIVERSITY AND INCLUSION IN THE WORKPLACE

To achieve a diverse and inclusive workforce, the Adara Group supports the following practices:

OUR COMMITMENT

The Adara Group will not tolerate unlawful discrimination, harassment, workplace bullying or victimisation in the workplace. It is our policy to treat all actual and prospective Adara Persons, customers and suppliers fairly and equally regardless of diversity factors.

EMPLOYMENT EQUITY

The Adara Group is committed to diversity in employment. All decisions regarding recruitment, hiring, promotion, remuneration and other terms and conditions of employment are made without regard to diversity factors. We are focused on selecting and retaining the best person for each role, taking into account only factors relevant to the person's ability to perform the role successfully.

TRAINING AND SUPPORT

The Adara Group will ensure that all new Adara Persons are made aware of this policy during the induction process. Additionally, new recruits will be provided with the Adara Group's Development Philosophy as well as the Culture and Values statement which highlight the expectations of the organisation around diversity and inclusion.

FLEXIBLE WORK

We work hard to create a happy, welcoming and productive office environment where our teams can come together to work. We believe productivity is increased when team members are physically in the office working together as a group. However we recognise that Adara Persons may need to work flexibly, whether by working from home sometimes or by changing working hours, to enable them to balance personal circumstances and work commitments. Please refer to the Staff Policies and Procedures Manual to understand eligibility criteria and approval processes to work flexibly.

INCLUSIVE CULTURE

The Adara Group is committed to creating a sustainable and inclusive environment for all of our people and the communities in which we work. This includes policies and behavioural expectations to keep our workplaces fair and encourage a culture of mutual respect. We also focus on the physical and mental wellbeing of our people.

PARTNER ORGANISATIONS

The Adara Group encourages our in-country partners to pursue diversity through their hiring and contracting policies. All partnership agreements require the partner, before it hires any employees or contractors who will be paid, in part or in full, with money received from Adara Development, to recruit openly and fairly by, among other things, giving an equal opportunity to all applicants, regardless of ethnicity, age, gender or disability.

SERVICE PROVIDERS

We prefer to support service providers and contractors who, in turn, embrace diversity and inclusion in their own workplaces. When we are looking to appoint a significant new service provider or contractor, we will assess their commitment to diversity and inclusion as part of our selection process.

Date of Policy: July 2023

Next review date: July 2026