Equality, Diversity and Inclusion Policy

Embedding equality, diversity and inclusion in what we do

As a leading interventional development consultancy that works in fragile countries with vulnerable people, we at Tetra Tech International Development Europe (hereafter TTIDE) are committed to equality, diversity and inclusion in all aspects of our work and believe it is the right thing to do.

We strongly believe in the value of our people and in having a workplace that reflects the diversity of communities in which we work and that is inclusive of all, regardless of their background or identity, We also believe that a more diverse and inclusive workplace will help us work more effectively[1] and contribute to more effective development outcomes.

TTIDE is committed to ensuring that our employees are safe, valued and are treated equally in their daily working life. We are proud to employ people from a diversity of communities. backgrounds and experiences. This diversity is essential to the inclusiveness of our workplace. We also believe this approach strengthens the quality of our company's work and the outcomes we deliver for clients, as well as poor and marginalised communities around the world.

This policy enshrines our commitment to promoting a fair, supportive and inclusive environment for all employees through:

1. Building a safe and inclusive workplace culture;

2. Fostering a zero-tolerance approach to discrimination, racism, harassment and bullying; and

3. Promoting fair recruitment, retention and progression policies, and actively supporting the progression and development of underrepresented groups.

This policy has been developed in consultation with members of the TTIDE Gender Team and the TTIDE Equality, Diversity and Inclusion Group.

Purpose of this policy

This policy embodies a commitment to uphold and champion Equality, Diversity and Inclusion (EDI) for TTIDE offices in the UK and overseas. It guides the organisation in developing an equal and inclusive workplace that celebrates and rewards diversity. Our policy also details the initiatives and measures implemented by TTIDE to fulfil its organisational cultural and commitments to EDI - and how staff can support these initiatives.

This EDI Policy also sets out procedures and mechanisms for when there is a suspected breach of the values and procedures set out below.

Where this policy applies

The EDI Policy applies to **all** TTIDE staff (permanent, fixed-term contract, full-time or part-time) wherever they work – be it the UK or internationally. The policy also applies to consultants, suppliers and partners contracted by TTIDE.

Our working definitions

This policy is intended to be accessible to all staff and partners. Our working definitions and explanations of key terms are outlined below to ensure a common understanding of key terms and concepts used throughout the policy:

Anti-racism is an active effort to challenge and combat all forms of racism, such as: overt racism towards peers and structural racism, which prevents people of colour (PoC) from being selected in hiring processes and progressing in their careers.

Belonging refers to employees' sense that they are welcomed, accepted, valued, and empowered for their diverse backgrounds and experiences. An inclusive work environment helps foster a sense of belonging.

Discrimination is the practice of treating one person or group of people less fairly than other people or groups,

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because of a protected characteristic[2]. It can be direct – e.g. not promoting a pregnant candidate as she would be shortly due to go on maternity leave would be direct discrimination based on pregnancy and maternity. It can also be indirect – e.g. putting in a job advert that only candidates with UK qualifications can apply, disadvantaging those who gained their qualifications outside of the UK, resulting in indirect discrimination based on race.

Diversity is the collective mixture of differences and similarities that includes individual and organisational characteristics, values, beliefs, experiences, backgrounds, preferences, behaviours and abilities.

Equality refers to a situation where persons have the same status, rights and opportunities, regardless of their primary, secondary or other protected characteristics. Equity refers to treatment that is sensitive to the structural barriers faced by different individuals based on these characteristics to promote equality of outcome.

Harassment is unwelcome and unsolicited behaviour of a racial, religious or other nature which offends, threatens and/or intimates the person subjected to it, resulting in annoyance, embarrassment or humiliation.

Hate speech is any kind of communication in speech, writing or behaviour, that attacks or uses pejorative or discriminatory language with reference to a person or a group on the basis of who they are. This could be based on their religion, ethnicity, nationality, race, colour, descent, gender or other identity factor.[3]

Inclusion is the action or state of including or of being included within a group or structure such that the achievement of a work environment in which all individuals are treated fairly and respectfully, have equal access to opportunities and resources, and can contribute fully to the organisation's success. Without inclusive practices, a diverse environment cannot be achieved.

Protected characteristics refer to the following nine characteristics which are protected from discrimination under the Equality Act 2010: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

Workplace bullying is aggressive behaviour that intimates, humiliates and/or undermines a person or group

Responsibilities and governance

All staff at TTIDE have a responsibility for ensuring that we fulfil our commitment to EDI. There are different roles and responsibilities set out for different individuals and teams across the organisation to ensure we are held accountable for our EDI commitments.

A summary of the roles and responsibilities are outlined below. Further details on the governance structure are provided in **Annex 1 – EDI Governance Structure.**

Role	Responsibility
Leadership Team	Overall accountability for ensuring that TTIDE is meeting its EDI policy commitments and directing improvements in performance as needed
Director of Operations	Responsible for directing all EDI activities and ensuring implementation and alignment of EDI strategy with wider strategic objectives of the business
Human Resources Manager	Responsible for supporting the Director of Operations in implementing EDI activities relevant to HR, safeguarding and well-being
EDI Lead	Responsible for leading the development of an EDI

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[2]The nine protected characteristics as set out in the Equality Act (2010) include: age, disability, gender reassignment, marriage or civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation.

[3] UN (2018) https://www.un.org/en/genocideprevention/documents/UN%20Strategy%20and%20Plan%20of%20Action%20on%20Hate%20Speech%2018%20June%20SYNOPSIS.pdf

	strategy and providing recommendations to strengthen EDI at TTIDE in liaison with the TTIDE EDI group and the Director of Operations
	Represents TTIDE on the Tetra Tech Diversity and Inclusion Council and acts as a conduit to share EDI resources with Tetra Tech
TTIDE EDI Group	Responsible for supporting the EDI Lead in identifying gaps and vulnerabilities in EDI and developing recommendations for review by the Leadership Team
Employee Engagement Forum (EEF)	Responsible for reviewing EDI gaps upon request from the TTIDE EDI group and providing feedback on areas for improvement
Gender Team	Responsible for reviewing EDI gaps upon request from the TIDE EDI group and providing feedback on areas for improvement
Tetra Tech Diversity and Inclusion Council	Responsible for guiding Tetra Tech (International) Board of Directors, management, employees, subcontractors, and partners to develop an inclusive culture. Share information with Tetra Tech Operating Units through the EDI Lead, including TTIDE to promote best practice and share resources in EDI Review and accept proposals for global ERGs from employees
Black Employee Resource Group (ERG)	Provide a forum for Black employees and allies around the world to engage in dialogue and exchange resources within Tetra Tech on professional development, mentoring and networking
Professional Women's Network (ERG)	Provide a forum for women at any stage of their career to engage in dialogue and exchange resources within Tetra Tech on professional development, mentoring and networking
Other ERGs	Other ERGs as they arise will provide a forum for the respective groups and employees they are intended to serve to engage in dialogue and exchange resources within Tetra Tech on professional development, mentoring and networking
All management and staff	Responsible for contributing and promoting to a workplace culture that advances equality, diversity and inclusion and ensure the workplace is free from discrimination, harassment, bullying, racism and hate speech of any form

Independent experts will be commissioned and engaged as appropriate to assess our organisational progress and support the development of recommendations. Staff are also able to draw down on a range of informal **Networking and Support,** including those offered through the ERG[4] and EEF, to find support on EDI issues and learn from the experience of others.

Our Commitments

Valuing our people is at the core of our company values at TTIDE. This means we support the development of our people, ensuring that the environments in which they work in are fair, safe and flexible. This also means going beyond the bare minimum to ensure an equal and diverse workplace that is inclusive and reflective of all our employees.

At TTIDE, staff are responsible for creating an environment in which equality and diversity are valued, and in which structural and systemic discrimination is challenged.

To this end, all our employees, consultants, partners and suppliers contracted by us commit to a zero-tolerance approach to discrimination, racism, hate-speech, harassment and bullying. Individual commitment to these principles is required for employment at TTIDE, with all employees, consultants, partners and suppliers required to sign an Equality, Diversity and Inclusion Declaration, which signifies that they have read, understood and plan to abide by and use this EDI policy alongside other corporate policies (see Supporting Corporate Policies).

As a **company** we commit to:

o **Establishing high-level corporate leadership for equality, diversity and inclusion,** including through the appointment of a Director of Operations who will ensure all policies are consistent with the principles underpinning this policy and that company-wide goals and targets for EDI are set at the employee and company levels;

o **Treating any form of discrimination, harassment and bullying as a serious and unacceptable conduct:** we commit to ensuring that all employees are not discriminated on account of their protected characteristics and shall not be disadvantaged by any policies or conditions of service that cannot otherwise be justified as necessary for operational purposes;

o **Treating all people fairly at work, with respect, free from discrimination, harassment and bullying, and with support for human rights and anti-discrimination**, including bias in our every-day working beliefs, practices and behaviours, and ensuring all staff complete mandatory training on unconscious bias;

o **Ensuring the health, safety and well-being of all workers,** by considering the differential health, safety and well-being risks and their impacts on all individuals with due consideration for their protected characteristics;

o **Promoting education, training and professional development for all,** including investing in workplace policies and programmes to promote equitable access among underrepresented groups;

o **Ensuring that equality, diversity and integrated into our supply chains and marketing activities,** and all partners and suppliers comply and adhere to our EDI policy;

o **Ensuring that HR practices and policies are consistent with our approach to EDI,** including equal recruitment, retention, progression and remuneration for work of equal value for all staff, regardless of protected characteristics; and

o **Regularly monitoring our commitments to EDI, ensuring transparency with results, and holding TTIDE to account for progress,** including impartially investigating any allegations of discrimination

Our goal is to provide a working environment that fully reflects and sensitive to the diversity of our clients and the communities where we work, where staff can be their authentic selves at work, and where they have access to the resources and opportunities such that they are valued equally for their contributions.

Our Approach to Equality, Diversity and Inclusion

Realising TTIDE's EDI vision requires a sustained combination of individual and corporate efforts across the organisation. Underpinning these efforts towards an equal, diverse and inclusive workplace are three key pillars:

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[4]All staff are invited to submit proposals for new or additional global ERGs via the staff intranet. These are considered and approved by the Diversity & Inclusion Council.

1. Promoting a culture to advance equality, diversity and inclusion at work
2. Monitoring our EDI commitments
3. Enforcing a zero-tolerance approach to violations of our EDI commitments

Promoting a culture to advance equality, diversity and inclusion at work

All staff will receive an induction to EDI at TTIDE upon commencing employment and required to sign an EDI Declaration to ensure they have read and understood this policy.

Mandatory unconscious bias training will be required for all staff to raise awareness and understanding of our implicit biases, how these arise in the attitudes, beliefs and behaviours we hold at work, and the tools to challenge these among staff.

The Employee Engagement Forum will also establish social groups to promote diversity within the organisation and foster a sense of belonging among all staff.

Monitoring our EDI commitments

Monitoring is critical in ensuring adherence to our EDI policy, in tracking progress against our commitments and in identifying any gaps that need to be redressed.
At TTIDE, monitoring our EDI commitments will be conducted through the following":

1. **EDI scorecard** that has been developed to assess company performance against the above commitments;
2. **EDI monitoring survey**, which gathers anonymous information on the composition of its workforce including by protected characteristics, and their perceptions of how the company is faring with respect to EDI; and
3. **Third party independent appraisal** as needed to ensure results are captured accurately and fairly and that these results are used to inform recommendations to improve EDI at TTIDE.

EDI Scorecard

A scorecard has been developed internally to assess how well Tetra Tech is adhering to its EDI commitments. This encompasses the following dimensions:

1. Responsibility within corporate leadership for equality, diversity and inclusion
2. Fairness, respect and non-discrimination in the workplace
3. Highest quality health and safety for all employees
4. Training and professional development for all staff
5. Diverse and fair supply chains and marketing activities
6. Fair HR practices
7. Transparency on EDI commitments (reporting on the scorecard)

The scorecard exercise will be conducted internally every three years. Results will be shared and disseminated, with a summary report and recommendations published on our Company website.

EDI monitoring survey

A monitoring survey has also been developed to systematically gather information on the composition of our workforce against the nine protected characteristics, in addition to capturing staff views towards the equality, diversity and inclusiveness of our workplace. It will be a key data source used as part of the scorecard exercise.

All Tetra Tech employees will be invited to complete the survey anonymously, which will be conducted annually. Results from the survey will be analysed in line with the EDI scorecard and used to develop recommendations and inform an action plan developed by the TTIDE EDI Group (and overseen by the Director of Operations) to redress any discrepancies.

Enforcing a zero-tolerance approach to violations of our EDI commitments

We must ensure that we hold ourselves and each other to the standards outlined in our policy. Complaints will be handled confidentially, impartially and promptly.

Employees found to have acted in breach of this policy including committing discrimination, harassment or workplace bullying will be subject to the Company's disciplinary procedures, up to and including dismissal. An employee who makes a complaint and any witnesses involved will not be victimised or disadvantaged in any way.

The Company views any unsubstantiated complaints found to be malicious as a serious matter and any person making such a complaint will be subject to disciplinary procedures, up to and including dismissal.

Employees are encouraged to take any questions or complaints concerning EDI directly to their line manager or Human Resources. Company Grievance procedures will be followed where appropriate

Supporting Corporate Policies

This EDI Policy should be considered alongside existing TTIDE policies reinforce our commitments. These principally include but are not limited to the following:

Gender Policy

Our Gender Policy outlines TTIDE's commitment to integrating gender and social inclusion throughout our programming work. This includes mandatory gender assessments for all TTIDE projects, to ensure all our work is gender sensitive at a minimum. This will ensure that we continue to promote greater equality and justice in international development, and that gender inequalities are not exacerbated by our interventions.

Safeguarding Policy

Our Safeguarding Policy outlines TTIDE's commitment to providing a safe and trusted environment which safeguards anyone who our organisation has contact with, including beneficiaries, staff, subcontractors and consultants. Our organisational culture is one that prioritises safeguarding, and ensures anyone who is a victim of an incident or reports an incident are safe and supported.

Corporate Code of Conduct Policy

Our Corporate Code of Conduct Policy outlines attitudes and behaviours that TTIDE staff must uphold amongst colleagues, consultants and partners, at home or internationally.

Equal Employment Opportunity and Discrimination Free Workplace Policy

Our Equal Employment Opportunity and Discrimination Free Workplace policy contains further definitions and examples to accompany our commitment to ensuring that our workplaces and business practices are free from discrimination, harassment and bullying.

Modern Slavery Statement

Our Modern Slavery statement outlines our opposition to slavery and human trafficking in any form and outlines our efforts to ensure that modern slavery is not taking place in our business operations and supply chains.

Recruitment, Selection and Appointment Policy

Our Recruitment Policy details best practice and ensures that we are compliant with all relevant legislation and client requirements concerning line management and Human Resources (HR).

Ben Ward
Managing Director

Annex 1: EDI Governance Structure