

Gender Equality Policy

Why gender equality matters: our commitments at a glance

As a leading international development organisation working to support poverty eradication across the globe, we at Tetra Tech International Development Europe (hereafter Tetra Tech) are committed to advancing gender equality in and through every aspect of our work, in our programmes and our daily working practices, because we believe this is the right thing to do.

We recognise that the Sustainable Development Goals (SDGs) we are trying to achieve can only be promoted if all people have equal rights and opportunities and when persistent structural barriers to equality are dismantled. Living up to these challenges calls for a strong commitment from all of us to promote gender equality in our daily work, recognising the need to create a workplace where the people we work with – irrespective of their gender – have equal rights and opportunities.

Gender equality and women's empowerment are essential to achieving universal respect for fundamental human rights and advancing the 2030 sustainable development agenda.¹ We strongly believe that this is a precondition for the success of our work and contributes to achieving more effective development outcomes. We are therefore committed to integrating gender considerations in every aspect of what we do, addressing inequality, and tackling harmful social norms and gendered power dynamics that perpetuate inequality. This includes the design, implementation, monitoring and evaluation of our programmes as well as promoting gender equality within the organisation. Our work and approach are aligned with the UK Gender Equality Act (2014) and the Minimum Standards for Mainstreaming Gender Equality,² with a view to eliminating poverty, discrimination and injustice, and promote the full realisation of everyone's potential – from our employees through to the direct beneficiaries of our programmes. Aligned with international best practice in the sector, our work is grounded in our values – of doing the right thing by valuing our people and ensuring all our employees feel safe and are treated equally in the workplace.

This policy enshrines our commitment to advancing gender equality in all of our programmes. Definitions of the key terms used in this policy are provided in **Annex 1**.

Purpose of this policy

This policy summarises our commitment to integrating gender equality throughout our work. Our **commitment includes the completion of mandatory gender assessments for all Tetra Tech programmes, to ensure, at a minimum, that our work is gender sensitive**. This policy also serves as a guide to Tetra Tech staff in mainstreaming gender equality and women's empowerment in our programmes and seizing opportunities to promote gender equality when opportunities arise. This policy also sets out **a basic framework to assess the results of our efforts in supporting gender equality in our programmes** and feedback loops to ensure our efforts remain relevant and ultimately effective in achieving our objectives.

This policy does not cover gender equality at the organisational level. For details on our commitments to gender equality at the organisational level see our company values, Equal Employment Policy and our Equality, Diversity and Inclusion Policy.

Tetra Tech may vary or rescind any policies or procedures from time to time, at its absolute discretion. Not complying with Tetra Tech policies and/or procedures can lead to disciplinary action.

Where this policy applies

The policy is to be applied globally in all contexts in which Tetra Tech programmes operate and is to be applied by all our employees, consultants and partners. It should be read in conjunction with the Tetra Tech Equality, Diversity and Inclusion Policy. That policy sets out Tetra Tech's efforts to support gender equality and non-discrimination in the workplace. By contrast, this gender policy is aimed primarily at our programmatic work. We recognise that gender

¹ It is built upon the principles of universal human rights frameworks and norms, in particular the Convention on the Elimination of all forms of Discrimination Against Women (CEDAW), as well as relevant soft laws and the global ambitions set out in the SDGs and in particular SDG 5, while also being grounded in a comprehensive understanding of global best practice of development programming supporting gender equality. Given TTIDE's headquarters in London, United Kingdom, this policy is also fully aligned with the UK Gender Equality Act 2010.

² Gender Minimum Standards - <https://genderstandards.org/>

equality and wider equality, diversity and inclusion objectives are mutually reinforcing, and that we must apply the same standards internally to those which we apply externally. In doing so, we contribute to a fairer and more inclusive society.

Our guiding principles

Tetra Tech's programmatic interventions are guided by the following four principles:

- **Women and girls should be agents of change in all interventions.** This ensures women and girls have the opportunity to articulate their needs and become active agents of this change.
- **Recognise that intersectional discrimination impacts each individual's lived experience.** Many people experience intersecting discrimination and disadvantage. Any efforts to support gender equality need to consider intersectional discrimination.
- **A collective effort is required to achieve gender equality.** People of all genders should be involved and committed to taking proactive steps to achieving gender equality.
- **Substantive progress on gender equality is achieved through holistic and multi-layered programming.** Programmes need to work at the grassroots level and at the national and policy level to support an enabling environment for gender equality, and addressing structural barriers to gender equality, including discriminatory laws, policies and social practices.

Our commitments

We commit to:

1. Ensuring our programmes **take a zero-tolerance approach to gender discrimination** by training the people we work with and having appropriate whistleblowing policies and practices in place.
2. Ensuring that **gender considerations and analysis are integrated throughout each aspect of the programme lifecycle (design, implementation, and monitoring and evaluation)**, including addressing gender in programme staffing and operations to ensure representation. A gender analysis will be integrated into all assessments to ensure that we promote greater equality and that gender inequalities are not exacerbated by our interventions, using the OECD-DAC gender marker and the CSSF GESI Marker. Ensure that gender focused indicators are used and disaggregated data is collected and analysed to support programmatic decision-making.
3. **Promote gender equality as an explicit programmatic objective, where programmatically and contextually relevant.**
4. Ensure that **our interventions are not perpetrating or exacerbating existing inequalities**, in line with a 'Do No Harm' approach.
5. Respect the needs of individual's gender and **consider how different marginalisation factors may exacerbate inequality.**
6. **Form partnerships with women's rights organisations and/or other organisations** supporting gender equality to collaborate in the achievement of shared goals and elevate the voice of marginalised people, whenever possible.
7. Throughout the programme lifecycle, **ensure that sufficient resources are available to realise Tetra Tech's gender equality commitments.** Using Gender-Based Budgeting principles, we will do this by two approaches: i) allocating sufficient internal resources to conduct initial gender analysis, to enable inclusion of diverse groups in programme activities, and to monitor progress towards our commitments and ii) working with our clients to increase the ambition of programming objectives especially around gender once a programme is underway.
8. **Build and disseminate knowledge, lessons and good practices** around gender equality programming across the business and externally – i.e., with our clients, the donor community, our partners and beneficiaries; in particular, to disseminate key findings and recommendations to improve gender-specific development outcomes across our interventions.
9. **Develop and strengthen our in-house expertise on gender equality and women's empowerment** by rolling out training and capacity development initiatives to all Tetra Tech's staff, so that employees are equipped with the knowledge and skills necessary to advance gender equality goals and objectives and are able to ensure that the commitments set out in this policy are respected.

How will we realise our gender equality commitments?

Realising Tetra Tech's gender equality commitments requires a concerted effort across *all* programme teams. This means that Tetra Tech will work towards the above commitments in each of its existing practice areas: i) Economic Growth and Infrastructure; ii) Governance, Security and Justice; and iii) Evaluation and Research. The **Gender Action Plan** below sets out the practical steps we will take to translate these commitments into action.

Commitment	Stages of programme lifecycle and frequency	Action/Tools	Responsibility
1. Ensure our programmes take a zero-tolerance approach to gender discrimination	<i>Continuous</i>	At the start of the programme and on a continuous basis, ensure that all programme staff and consultants are operating in compliance to our zero-tolerance approach to gender discrimination by sharing the relevant TT policies, ensuring the Whistleblowing hotline is shared and appointing a Safeguarding Lead for the programme. On an annual basis, provide training for staff and consultants on our Gender Policy and commitments.	Programme Managers with oversight from Programme Directors
2. Ensure that gender considerations are integrated into the programme lifecycle 3. Promote gender equality as a goal in itself across all facets of our work 4. Ensure that our interventions are not perpetrating or exacerbating existing inequalities, in line with a 'Do No Harm' approach	<i>Programme Design and, if substantive changes to programme scope are required, throughout implementation (i.e., adapting)</i>	A gender analysis will be undertaken at the outset of all programmes ³ aiming to identify opportunities to support gender equality and not perpetuate inequalities / do no harm. This analysis will also take into account how different marginalisation factors may exacerbate barriers for women in specific situations. Tetra Tech will use its Gender Marker for this purpose. This is explained in Annex 2. When designing or reviewing the programme logical framework we will add specific gender focused indicators and ensure that data is disaggregated by gender.	Programme Managers with support from programmatic Gender Advisors and the Gender Team representatives in the relevant practice (Practice Gender Champions)
5. Take into account how different marginalisation	<i>Inception and Implementation on an annual basis</i>	The scope of our programmes may change when moving into implementation, often in response to clients' demands and to the reality on the ground. To ensure the relevance of our original gender analysis, and to closely monitor the performance of our programmes in supporting gender equality objectives, Tetra Tech programme teams will ensure that the initial gender analysis will	Programme Managers with support from programmatic Gender Advisors

³ Depending on the size and complexity of the programme
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Commitment	Stages of programme lifecycle and frequency	Action/Tools	Responsibility
factors may exacerbate inequality.		be updated/ refreshed periodically, especially at critical programme junctures, with an eye to spotting opportunities and maintaining 'do no harm'. It is anticipated that updates will be necessary following any inception phase and at the conclusion of the annual review process on multi-year programmes. Track progress against gender indicators and ensure data is disaggregated by gender.	
	<i>Programme closure</i>	All final programme reports will include a succinct final gender equality analysis . This will be used to understand whether the programme achieved the commitment gender objectives set out in the gender marker, and to generate knowledge and share lessons internally on how to improve gender equality outcomes in our programmes. This final analysis will be shared with Practice Gender Champions who will in turn share the information with the Gender Team and include it in the Team's Gender Teams page.	Programme Managers with support from programmatic Gender Advisors and the Gender Team representatives in the relevant practice (Practice Gender Champions)
6. Form partnerships with women's rights organisations and/or other organisations	<i>Database to be established and reviewed at least annually</i>	We will maintain a database of women's rights organisations in Tetra Tech operating countries and thematic sectors, including their thematic expertise and contact details.	Gender Team to develop database; Business Development Team to coordinate inputs from each Practice
7. Ensure sufficient resources are available to realise Tetra Tech's gender equality commitments	<i>Programme design but also throughout programme cycle if scope changes</i>	Using the TT Gender-Based Budgeting guidance , all programmes should allocate resources to conduct initial gender analysis, ensure sufficient resources to promote inclusion in programme activities, and to monitor progress towards our commitments . This can be both in terms of having dedicated technical resources, i.e. external Gender Advisors, as well as securing some <i>costed</i> inputs from members of the Gender Team and/ or Programme Manager to monitor and report against achieving our Gender commitments. Budgets should be reviewed accordingly. Throughout the programme, Programme Managers and Directors will engage proactively with our client to discuss opportunities to target our interventions to support gender equality better.	Bid Manager/Bid Director Programme Managers/Directors once programmes have begun

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Commitment	Stages of programme lifecycle and frequency	Action/Tools	Responsibility
8. Build and disseminate knowledge, lessons and good practices around gender equality programming	<i>Throughout programme lifecycle and at programme closure, i.e., in the form of more formal lessons learning events/ reports</i>	To systematise our gender equality approach and the operationalisation of our commitments, knowledge on gender equality and results against such commitments will be systematically documented and discussed with the Gender Team, including through the use of the Gender Teams Page. Useful findings will be regularly shared across the organisation to harness ideas, identify lessons and best practices. Mechanisms to do so will include the hosting of regular learning events, inviting key speakers from our programmes; Brown Bag Lunches, presentations at the Monday Morning staff meeting and opening up the Gender Team meetings to wider participation.	Coordinated by Gender Team; inputs will come from Practice Gender Champions and Programme Managers.
9. Develop and strengthen our in-house expertise on gender equality and women's empowerment	<i>Ongoing basis and beyond programme delivery/ programme work only</i>	To build staff capacity, the Gender Team will roll out this Policy to all Tetra Tech staff . This will involve: • Presentation of the policy to the organisation. • Training/workshops for Practice Gender Champions on the policy and its associated tools. • Practice Gender Champions to lead initial training to Programme Managers and any other relevant staff on gender analysis, including how to use the Gender Marker and other tools developed by the Team (including the database), and how to assess the performance of our programmes against gender equality commitments. • Training will be rolled out to country offices by Programme Managers as necessary/appropriate.	All staff (participation); line managers and human resources (oversight); Gender Team (identification of courses and roll out of the policy)

How will we be accountable for our gender equality commitments?

Responsibility for monitoring our commitments

All staff at Tetra Tech have a responsibility for ensuring that we fulfil our commitment to furthering gender equality as part of our programmes. The below table identifies the different roles and responsibilities for individuals and teams across the organisation to achieve our gender equality targets.

Role	Responsibility
Leadership Team	Overall accountability for ensuring that Tetra Tech is meeting the Gender Equality Policy commitments and directing improvements in performance as needed.
Gender Team	Responsible for monitoring progress on gender equality in line with the commitments and objectives outlined in this Policy. Specifically, the Gender Team, which meets to: • Support development and updating of tools to implement this policy i.e., - The Gender Marker/Gender Analysis template - The Gender Team's Team page - which acts as the repository for the organisation's programmatic gender information - The database on women's rights organisations. • Promote the rollout of and compliance to the Gender Minimum Standards. • Lead the rollout of the policy (including workshops on the tools developed in support of this policy). • Provide overall guidance and support to programmatic teams on gender issues as they arise. • Disseminate lessons around gender work to the wider organisation. • Advise the Leadership Team on areas where further support and/or training needs are identified.
Practice Gender Champions	Represent their Practices at the Gender Team meetings and ensure the objectives of the Gender Team and this policy as well as the tools discussed above are communicated back and streamlined across the Tetra Tech Practices.
Programme Managers	With the support of Programme Directors: • Responsible for ensuring all Tetra Tech programmes are at a minimum gender sensitive and, where possible, promote gender transformation. • Ensure the gender analysis at the beginning of the programme and refreshing this throughout the programme cycle is undertaken and shared with the Gender Team. • Ensure adequate resourcing in programme budgets for conducting gender analyses and for the implementation of inclusion needs into the design of programme activities. • Ensure gender specific indicators are used and any data collection is disaggregated by gender. • Complete the gender analysis at closeout and share results with Practice Gender Champions. • Proactively engaging with Practice Gender Champions to build the Gender Team's knowledge repository (Gender Team's Page).
Programme Directors	Work closely with Programme Managers to steer and guide programme implementation towards the achievement of gender equality objectives. Retain ultimate accountability for ensuring specific gender objectives are well monitored and met. Feed into gender analysis at closeout and lesson learning across the organisation.
All staff	Uphold on a daily basis the commitments contained in this Policy, including by:

	• Identifying opportunities to promote gender equality either as part of their role of programmes and proposal development. • Participating in workshops and trainings to strengthen knowledge about Tetra Tech's gender commitments and associated tools. • Proactively engaging with Programme Managers, Practice Gender Champions and the Gender Team.
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Accountability for results will be achieved as detailed in the **Gender Equality Monitoring Framework**:

1. Establishing a **baseline assessment** of where we stand against the commitments as defined further in the Gender Action Plan.
2. **Annual review and updates of the targets contained Gender Action Plan.**
3. Carrying out and subsequently **publishing the results of an annual Gender Equality Review on Tetra Tech's external website**, drawing from the inputs into the Gender Team's Page. The review will be launched on at an annual gender equality day.
4. **Annual review of this Gender Equality Policy.**

The Tetra Tech Leadership Team will be accountable for our overall results.

ANNEX 1: Our working definitions

This policy is intended to be accessible to all staff and Tetra Tech's 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:

Acquired gender, as used in the Gender Recognition Act 2004, is defined as the gender that a person who is applying for a gender recognition certificate (GRC) has lived for two years and intends to continue living in. This term is generally not used within the trans community, and many people prefer to use the term **affirmed gender**.

Cisgender describes people whose gender identity aligns with the sex/gender they were assigned at birth. Cisgender is the opposite of transgender.

Discrimination is the practice of treating one person or group of people less fairly than other people or groups, because of a protected characteristic.⁴ It can be direct – e.g., not promoting a pregnant candidate as they would be taking 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. Relatedly, **gender discrimination** refers to any distinction, exclusion, limitation, or impairment of one's access to equal opportunities and resources perpetrated based on sex or gender reassignment. Discrimination in all its forms can stem from both law (*de jure*) or from practice (*de facto*). International conventions recognise, condemn, and seek to address both forms of discrimination.⁵

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.

Gender is a social construct that refers to the roles, behaviours, activities, and attributes that a given society considers appropriate for femininity and masculinity. Depending on the context, this may include sex-based social structures and **gender identity**. Most cultures, although this is ever changing, use a **gender binary**. This is the process by which gender is split into two categories, and people are considered part of one or the other (boys/men and girls/women). Those that are outside of these groups can fall under the term **non-binary**. Some societies have third or fourth gender groups e.g., hijas of South Asia. Gender, and not sex,⁶ informs what is expected, allowed, and valued in any given context. Our understanding of gender as a social construct recognises that there can be systematic and structural barriers to gender equality. These structural barriers can restrict access to and control over resources, decision-making and leadership opportunities, voice, and ability to use it, and access to quality education and health services, including sexual and reproductive health, among others. Gender must be understood as intersecting with other markers of identity along the axes of class, race, socioeconomic status, ethnicity, religious beliefs and affiliations, disability, age.

Gender analysis is a critical examination of how differences in gender roles, activities, needs, opportunities, rights and entitlements affect men, women, girls, and boys in particular situations or contexts. Gender analysis examines the relationships between different genders and the barriers and enablers they face relative to each other.

Gender bias concerns the unfair difference in treatment between different genders, with decisions made based on gender that result in favouring one gender over the other. This often leads to favouring men/ boys over women/ girls, although this is not always the case.

Gender equality means that people of all genders have equal rights, freedoms, conditions, and opportunities to realise their human rights and full potential, as well as to contribute to, and benefit from, economic, social, cultural, and political development. Where gender inequality exists, it is generally women and girls – along with other vulnerable groups – who are marginalised or excluded from decision-making and access to economic and social resources. Therefore, the empowerment of women and girls and other vulnerable groups is an integral part of promoting gender equality and needs to specifically aim at identifying and redressing power imbalances. Gender equality does not mean taking active steps so that people of different genders become the same, but rather ensuring that access to opportunities and outcomes is independent from, or not constrained by, their sex.

⁴ 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.

⁵ See for example: [Convention on the Elimination of All Forms of Discrimination Against Women](#) (CEDAW); [Declaration of the Elimination of Violence against Women](#); [Beijing Declaration and Platform for Action](#) (PFA) among others.

⁶ Gender differs from sex in that this latter refers to the biological and physiological attributes of being male/ female; whereas gender refers to socially constructed roles, behaviours and identities 'defined' in line with what is believed to be appropriate for men/ women in a given society. Gender-related attributions and expectations vary significantly depending on the extent to which gender roles are institutionalised in that same society.

Gender equity is the process that leads to gender equality, in that it means taking steps to being fair to people of all genders. Gender equity requires acknowledging that there exist historic, cultural, and social disadvantages that prevent some groups from otherwise operating on an equal level as others. To ensure fairness, gender equity means implementing strategies and take actions to eliminate gender-based discrimination from decision-making processes, and to achieve fairness and justice in the distribution of benefits and responsibilities between different genders.

Gender identity is an individual's sense of their own gender, their internal sense of self, which may or may not align with the sex (and related gender) they were assigned at birth. For trans people, their own internal gender identity does not align with the sex/gender they were assigned at birth (for example, a trans woman could be a person who was assigned male at birth but identifies and lives as a woman). Gender identity is not visible to others.

Gender mainstreaming is the process of assessing the implications for women and men of any planned action, including legislation, policies, or programmes, in all areas and at all levels. It ensures that the concerns and experiences of men and women are integrated into of the design, implementation, monitoring and evaluation of policies and programmes in all political, economic and societal spheres with the aim of promoting gender equality.

Gender norms are the standards and expectations around which gender identities generally conform in a particular context at any given point in time. The expectations based on gender identities can be internal and external, relating to one's expectations regarding their own behaviour, as well as their perception of other people's expectations regarding their actions.

Gender responsive programming means that gender considerations, such as gender norms, roles and inequalities have been considered in the design, implementation, monitoring and evaluation of programmes and policies, and that measures to address them have been identified and implemented. Gender responsive programming entails acknowledging the unique needs of people of all genders and understanding the different impact and outcomes of development programmes on people of different genders, going beyond raising sensitivity and awareness of gender inequalities and taking proactive steps to promote gender equality.

Intersectionality is the concept that all oppression is linked. More broadly, it refers to the interconnected nature of social categorisations such as race, class, and gender, regarded as creating overlapping and interdependent systems of discrimination or disadvantage. Intersectionality is the acknowledgement that everyone has their own unique experiences of discrimination and oppression, and we must consider everything that can marginalise people – gender, race, class, sexual orientation, physical ability, etc. Without an intersectional lens, our efforts to tackle gender inequalities and injustice are likely to just end up perpetuating systems of inequalities.

Non-binary is used to describe a group of people who feel they do not identify with the binary of man or women. Some non-binary people may identify with some aspects of binary identities (e.g., they may feel they embody some elements of masculinity or femininity or both), while others reject them entirely. Rather than he or she, non-binary people may use gender-neutral pronouns such as: they, per, zie or fey. Some people may also describe themselves as genderqueer, gender fluid, pangender, polygender, third gender or neutrois. Non-binary is often also used as an umbrella for these diverse genders, in addition to being used as a distinct gender in itself.