

**HUMAN RESOURCES  
POLICIES AND PROCEDURES  
2025 -2030  
Updated September 2025**



The signatures below certify that this document has been reviewed and accepted and demonstrates that the signatories are aware of all the requirements contained herein and are committed to ensure their provision.

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These Policies take account of the laws prevailing in all the GL countries of operation. Should there be a contradiction between the Policies and national laws, the later shall take precedence except where, in the interest of fairness, policies have been standardised across countries. All GL staff, associates and consultants are bound by GL Policies through their contracts. This policy should be read together with all relevant policies.

## **CONTENTS**

ABBREVIATIONS	3
INTRODUCTION	4
GENDER, DIVERSITY AND INCLUSION	5
RECRUITMENT, SELECTION AND INDUCTION	8
REMUNERATION, PERFORMANCE, GROWTH AND EXIT	16
ABSENCE MANAGEMENT AND FLEXTIME	25
WORKPLACE CONDUCT AND GRIEVANCES	30
WELL BEING	37
GREEN OFFICE POLICY	39
ANNEX A: MAXIMUM PENALTY GUIDELINE CHART	44

## ABBREVIATIONS

<b>AGM</b>	Annual General Meeting
<b>BCEA</b>	Basic Condition of Employment Act
<b>CD</b>	Country Director
<b>CO</b>	Country Offices
<b>CPA</b>	Country Programme Associates
<b>FM</b>	Finance Manager
<b>DRH</b>	Director Regional Hub
<b>HOFA</b>	Head of Finance and Administration
<b>DSA</b>	Daily Subsistence Allowance
<b>EC</b>	Executive Committee
<b>EEA</b>	Employment Equity Act
<b>EEP</b>	Employment Equity Plan
<b>FO</b>	Finance Officer
<b>GL</b>	Gender Links
<b>GLS</b>	GL Services
<b>GLA</b>	Gender Links Associates
<b>GMDC</b>	Gender and Media Diversity Centre
<b>IA</b>	Internal Auditors
<b>MOU</b>	Memorandum of Understanding
<b>MOV</b>	Means of verification
<b>PA's</b>	Performance Agreements
<b>PAYE</b>	Pay As You Earn
<b>SADC</b>	Southern African Development Community
<b>SPA</b>	Special Advisor
<b>SWOT</b>	Strengths, Weakness, Opportunities and Threats
<b>TCOE</b>	Total Cost of Employee
<b>TOR</b>	Terms of Reference
<b>UIF</b>	Unemployment Insurance Fund
<b>VAT</b>	Value Added Tax
<b>VFM</b>	Value for Money
<b>WOSSO</b>	Women of the South Speak Out

## **I. INTRODUCTION**

### **Purpose**

The purpose of these policies is to guide staff and management in all work-related matters that include recruiting, vetting, selecting, hiring, onboarding, training, promoting, paying, and terminating employees and independent contractors. They also cover GL's well-being and Green Office Policy.

The written policies shall increase understanding, eliminate the need for personal decision in matters of organisation wide policy, and help to assure uniformity throughout the organisation. It is the responsibility of each manager to administer these policies and to guide their staff to these policies in a consistent and impartial manner.

### **Application**

The policies contained in this manual apply to all permanent employees, including part time employees, and independent contractors where specified.

### **Changes and updating**

The organisation reserves the right to change or modify the conditions outlined as deemed necessary by the prevailing circumstances or changes in law at any given time. Unless otherwise indicated the effective date of any change is the first day of the month. It is the responsibility of the Human Resources Manager first and all managers to be certain that the manual is kept up to date, policies are understood by all employees, and that they are interpreted and administered uniformly.

## **ORGANISATIONAL STRUCTURE**

Gender Links (GL) is "a tree with many branches". GL's head office in Johannesburg, South Africa houses a regional hub that services all branches including South Africa, The Director, Regional Hub (DRH), supported by the **Chief Financial Officer (CFO)** and People Team Lead, heads the Regional Hub. GL country offices are in the process of registering local boards. Country Directors (CD) head these offices. The Director of Programmes is responsible for regional programmes as well as the Grants and Fellowships Unit. GL Services, based at the headquarters in Johannesburg, is GL's income generating unit. The GL Special Advisor (SPA) leads GL Services.

## II. GENDER, DIVERSITY AND INCLUSION

### **Introduction**

1. GL recognises that barriers to equality between men and women in Southern Africa are entrenched and often systemic largely because of the patriarchal nature of our societies in this region. The organisation also recognises that gender discrimination may take subtle forms in the workplace, such as women predominating in lower paid work.
2. In keeping with its vision and mission, GL seeks to create a workplace environment where diversity is encouraged and in which every member can realise his/her full potential.
3. The organisation shall ensure that there is consistency between its workplace practices, and the messages it communicates through its training, advocacy and publications.
4. This policy is informed by national legislation, including the Constitution, Labour and Disability Laws of countries where Gender Links operates.

### **Workplace**

5. GL's Board and management shall comprise at least 80% women at any given time.
6. The Board Chair and Director of the Regional Hub shall be women.

### **Recruitment**

7. All advertisements for employment at GL shall seek to promote diversity and equality.
8. GL employment advertisements shall state that the organisation is an equal opportunity employer and welcomes applicants from diverse backgrounds, especially women.
9. GL shall circulate targeted employment advertisements among historically disadvantaged groups to ensure they are encouraged to apply.
10. Gender Links is committed to safer recruitment policies and practices for paid staff, board members and interns. This may include Criminal Records disclosures for staff and interns, ensuring references are taken up and adequate training on Safeguarding Adults is provided for staff and interns.
11. All applicants who apply for employment with Gender Links shall be bound by the GL Safeguarding Policies and agree to go through the necessary verification processes to be cleared. All GL job adverts undertake to communicate that by applying for any of the above-mentioned positions, applicants consent to GL to conduct qualification, ID, Criminal and Reference checks on them which form part of its recruitment process.

### **Selection**

12. GL shall ensure that its selection panels are gender balanced.
13. The organisation shall put in place selection procedures that are designed to facilitate the selection of candidates with appropriate qualifications, aptitudes and interests. Such procedures shall not disadvantage candidates on the basis of gender or any other irrelevant criteria.
14. GL shall ensure that all persons on the selection panel receive orientation to familiarise with this

policy and understand its implementation before any selection process.

15. Work Environment: Please refer to Clauses 188 to 195 for matters relating to paternity/maternity leave.

### **Stakeholders and beneficiaries**

16. GL shall ensure that women and men, but especially women, benefit from its programmes.
17. To this end the organisation shall regularly collect and analyse gender disaggregated data on all its activities and use this to strengthen policy and practise.

### **Disability**

18. Gender Links will provide people with a disability, special services, facilities or opportunities to meet their special needs in employment.
19. Gender Links will not demand that a job seeker or current employee disclose a disability unless it is likely to affect their job performance or ability to work safely.
20. The privacy of personal and health information disclosed by a job applicant will be kept secure by GL.
21. Gender Links will carry out disability audit and make reasonable adjustment administrative, environmental, or procedural alterations required enabling a person with disability to work effectively and enjoy equal opportunity.
22. Gender Links will provide adequate resources to ensure that appropriate equipment and support services are available to employee with a disability where reasonably possible.
23. Requests for reasonable adjustment should be made to GL management in the first instance. Other employees affected by any changes will be kept informed to avoid misunderstanding or labelling.
24. Gender Links shall provide accessible communication to people with such impairment.

### **Editorial content and publications**

#### ***Quantity and quality***

25. GL shall ensure that gender is mainstreamed into all its editorial content and workshops that it conducts.
26. As a gender and media organisation, GL shall ensure that all its stories in its publications carry a gender perspective.
27. When commissioning stories for its publication GL shall encourage women and men to contribute but shall devote special attention to grooming new, marginalised indigenous women contributors given the dearth of such voices in the mainstream media Women who have been side-lined or on the margin of society.

#### ***Topic Treatment***

28. GL shall ensure that its publications present a holistic and realistic view of women and men.

29. The organisation shall ensure that its stories challenge stereotypes and that all subjects are treated with dignity.
30. Stories and books published by GL shall always be analytic and go beyond events and individuals.
31. GL encourages topical issues that affect the lives of men and women with statistics, problems and solutions.
32. A consent form must be signed in cases of sensitivity.

### ***Sources***

33. GL shall ensure that all stories published representing the point of view of the organisation give fair and equal time to women and men and that its sources are verified and consulted across the racial and class divide. As far as possible names of sources must be given.
34. The organisation shall treat male and female subjects equally.

### **Language**

35. GL prohibit the use of sexist or any language that stereotypes or promotes stigma and discrimination on the basis of sex, sexual orientation, disability and other health problems in its publications and verbally.
36. The organisation shall promote language that is gender sensitive and which does not convey bias. This shall apply to both male and female subjects.
37. The organisation shall develop a style guide on the use of appropriate and gender-neutral terms which shall continuously be updated to add new terms or replace outdated terms.

### III. RECRUITMENT, SELECTION AND INDUCTION

#### Principles

1. GL is an equal opportunity employer. The employment practices of GL shall ensure employment equity, fairness, efficiency and the achievement of a representative organisation.
2. Affirmative Action shall be used to speed up the creation of a representative and equitable organisation and give practical support to those who have been previously disadvantaged by unfair discrimination to enable them to fulfil their maximum potential. Employment practices shall maximize flexibility, minimize administrative burdens on both employer and employee and generally prevent waste and inefficiency.
3. The management of human resources shall be underpinned by the values of fairness; Equity; Accessibility; Transparency; Accountability; Participation and Professionalism. These values are highly regarded by all who are responsible for managing people. Above all, it is to ensure that the working environment is characterized by employment justice, cultural diversity and transparency.

#### HR planning

4. The SPA/DRH/CD and People Team Lead with the authorization of the Executive Committee (EC), shall be responsible for assessing the human resources required to perform each department's functions in terms of number of staff, skills and job levels; as well as planning within available budgeted funds for the recruitment, retention, training and deployment of staff.

#### Forms of HR support

5. **Staff:** Employees paid monthly by the organisation with various benefits including leave. In the case of GL all staff are on fixed term contracts.
6. **Associates:** Are employees who render most of their time and services to GL but are paid a day rate, consistent with budget. This day rate is inclusive of all leave and benefits. The maximum amount of time they can invoice in any year is 220 days. They are paid by delivery. This modality is especially used by GL Services (see contracts).
7. **Consultants:** Persons who provides expert advice professionally; whom GL out sources work to because GL lacks the particular expertise or capacity to perform the task. GL pays for these services at the agreed consultancy rates and manages the contract as per an official letter with guidelines, e.g. payment on submission of the work. All consultants must be registered in GL's database which is updated annually. All rates are benchmarked against the market to ensure that they are competitive. For consultants on Service Leave Agreements (ie whose services are used periodically, on an ongoing basis) evidence of comparative rates from the data base should be reflected in the SLA agreement. Consultants engaged to perform a particular task must bid competitively for this through an Expression of Interest or Tender, consistent with Procurement Policies. Criteria for selection of consultants include:
  - ✓ Qualifications and references/reputation.
  - ✓ Background (Preference for local consultants and those from developing countries, especially from the region).
  - ✓ Local availability of expertise and remuneration by funding agency for local expertise.
  - ✓ If from outside, knowledge of Southern Africa.

- ✓ Knowledge of/sensitivity to gender issues.
  - ✓ Skills transfer.
  - ✓ Ensuring continuity.
8. **Volunteers:** Individuals from within or outside South Africa generally supported by a source outside GL. The cost to GL is management and office related costs. Family members of staff or Board Members who volunteer at GL shall not be paid a salary but may be paid an allowance consistent with the work undertaken. Criteria for selection of volunteers include:
- ✓ GL human resource needs.
  - ✓ The infrastructural burden being placed on GL, its sustainability and budgetary constraints.
  - ✓ The supervision/management required and the capacity of GL in this regard. Background (gender, race; preference given to Previously Disadvantaged Groups).
  - ✓ Qualifications.
  - ✓ Interest in gender/ability to contribute to GL.
  - ✓ Part time/full time kind of commitments.
9. **Interns:** GL provides experiential learning opportunities to young people preparing to enter the job market. These interns, who may be full time or part time, are generally paid a small honorarium, consistent with comparable rates in the relevant country. Criteria for the selection of interns include:
- ✓ Coming from a partner of Gender Links
  - ✓ Regional diversity.
  - ✓ Demonstrated skill and interest in the GL programme areas.
  - ✓ Studying towards or in possession of a relevant qualification.
  - ✓ Available for an extended period of time on a full time basis.
  - ✓ Diversity - race, sex and country of origin.
  - ✓ Ability to work in a results-driven environment.

## Recruitment

10. All vacancies must be supported by relevant budget projections.
11. Relevant line Managers draw up vacancy advertisements for approval by the DRH/ CD/ SPA.
12. All employees are free to apply for any vacancy or new positions to provide them with advancement opportunities.
13. An advertisement for a post shall specify the inherent requirements of the job, the job title and core functions. Salary package and other benefits may be subject to negotiation in order to attract the best possible candidates.
14. The standard GL logo must appear on all display advertisements as well as a statement of the GL commitment to employment equity.
15. All posts are advertised on GL website and through other media. Gender Links uses Orange Human Resources Management system for recruitment and selection. All applications submitted via the GL website will be linked to the HR system.
16. The People Team Lead ensures that the advertisement of vacant posts in the department reaches and attracts the entire pool of potential applicants from all sections of the population.

17. Applicants must either be nationals of the country where the post is advertised, or have a work visa for that country.
18. No form of unfair discrimination shall be evident in the wording of advertisements.
  - Family responsibility e.g. no small children who could interfere with an employee's work.
  - Marital status e.g. must or must not be married, single, divorced, etc.
  - Reference to age e.g. must be between 25 and 45.
  - Free of chronic disease or disability e.g. diabetes, HIV positive.
19. GL recruits the most suitable candidates available irrespective of race, gender, sex, pregnancy, marital status, family responsibility, ethnic or social origin, colour, sexual orientation, age, disability, religion, conscience belief, political opinion, culture, language and birth, in accordance with Employment Equity and Labour Relations Acts in the various countries of operations.
20. No discriminatory questions shall be contained in any documentation relating to the recruitment, selection and appointment of new staff.
21. The advert shall also specify the closing date which shall be no less than 14 days (2 weeks) from the day of advertising.
22. Form **HR01**: Job advert and online application form provides standard clauses that all job advertisement shall carry. Job specifications for various positions and HR Forms are found on SharePoint.
23. The advert shall contain a clause to say that only shortlisted candidates shall be contacted.

### **Application and selection process**

24. GL considers the selection of the right quality of staff to be of the utmost importance and therefore insists on adherence to sound selection principles and procedures. Several alternative selection systems are utilised to arrive at the final choice of candidate. The selection process shall comprise:
  - Shortlist
  - Written and oral interview
  - Selection test
  - Reference check
  - Qualification check
25. CV's of candidates shall be pre-screened against compliance with the requirements outlined in the job specification. A summary table of short-listed applicants shall be drawn by the People Team Lead.
26. Out of town candidates shall undergo a preliminary phone/zoom interview and written exercise where applicable to confirm their suitability and willingness to relocate before being invited to attend the interview. GL shall pay for the travel costs for candidates who live outside the place of work who are selected for a final interview.
27. The Selection Panel shall consist minimum three members who are employees of a grading

equal to or higher than the grading of the post to be filled from internal or any other suitable persons outside GL. The Chairperson of the Selection Panel shall be of a grading higher than the post to be filled. The Selection shall make recommendations for the short listing, interviewing and appointment to the post for the approval of the SA or a person with delegated authority. Any other representation in the Selection Panel lower than the grading of the post to be filled may provide administration or advisory services.

28. Selection shall be based on the inherent requirements of the position to be filled as specified on the advertised job specifications and the outcome of other processes that legitimises the appointment.
29. Members of the Selection Panel shall disclose and recuse themselves where they have a vested interest in the appointment of the candidate.
30. The People Team Lead shall ensure that CV's for all candidates to be interviewed are distributed in advance to the panelists.
31. The People Team Lead shall draw up a scoring sheet based on the job description for each panelist.
32. The interviewees shall be required to undergo a written test and or provide samples of their work where appropriate, to be included in the final score.
33. All unsuccessful applications will be regretted and an email sent to the candidates.

### **Interview process**

34. Only short-listed candidates shall be contacted. Candidates shall be notified at least three days before the interview and be given sufficient time to do written tests required at the interview. Candidates must be informed both telephonically and in writing.
35. The People Team Lead shall ensure that the qualification screening, reference checks, competency test and security clearance are conducted before the interview process where necessary.
36. The People Team Lead shall check current salary levels and salary expectations, as well as when the candidate would be available to start, prior to the interview.
37. Should the checks in 27 reveal major gaps or inconsistencies, the candidate shall not be invited to the interview.
38. The interview shall be conducted using an **interview form – HR 02**, based on the Key Performance Indicators in the job advert. Each panelist shall score the candidate. The Chair of the selection panel shall average the scores and announce the top three candidates. The panel shall deliberate on the three candidates, and recommend the candidate whom in their view is best suited for the job, based on performance in the interview, organisational fit, and the requirements of the job. This shall generally be the top scoring candidate, unless other reasons are put forward by the panel.
39. If necessary, a second round of interviews may be conducted between the best candidates.
40. If the DRH/ CD/SPA has not been involved in the interview, the file and recommendation shall

be forwarded to the SPA for a final decision.

41. If the candidate selected is not available to take the post, GL shall go to the second and third finalists.
42. All interview results shall be communicated to candidates after approval by the SPA. The interview results shall be communicated within 14 days after the interview by the People Team Lead.
43. The Human Resources department shall send out personalised regret letters to the second and third finalists.

### **Head hunting**

44. If suitable candidates are not found after one round of advertising and interviewing, the SPA/DRH and/or the Board may approach suitably qualified candidates who are known to them and who have the same profile as in the advertisement.

### **Employment of relatives of staff and board members**

45. In accordance with the current employment legislation, family members of staff and board members cannot be prevented from applying for positions within GL. However, standard recruitment and selection processes as outlined in this document shall, without exception, be applied to such candidates and in the event of their appointment, their relationship with related parties shall be disclosed in writing.
46. Family members shall not be employed in any position in which such an appointment could result in a conflict of interest. This includes:
  - No direct line of report ability/responsibility shall exist between two parties.
  - Employment of relatives in the same department/business unit is prohibited.
  - Where the likelihood exists that confidentiality may be breached or authority abused because of the employment of relatives, such employment shall not be allowed.
  - Where a relative is employed in a different unit, the heads of both units involved must signify that they have no objection to such employment.
  - The employment of relatives in the same unit shall be subject to the Department head prerogative and in the case where department heads are involved the SPA/DH shall have the final decision.

### **Appointment**

47. All appointment letters are signed by the SPA/DRH/CD on behalf of the company.
48. All successful candidates shall receive a short letter of offer stating the following:
  - Title of position, department, section
  - Location/country
  - Date of appointment
  - Cost to Company (e.g. all taxes staff benefits and must be borne by the employee)
  - Leave Entitlement
  - Terms and conditions of service is sent to the potential employees (**See Form HR03: Letter of offer**).
49. Staff shall be required to submit a letter of acceptance before a full contract is prepared. Copies

of the acceptance letter shall be retained in the Employee's personal file, together with properly authenticated copies of certificates.

50. Unsuccessful candidates shall be notified within a week of the receipt of the acceptance letter from the successful candidate. **(Form HR04: Regret letter).**

### **Documentation to be provided by staff on appointment**

51. New staff shall be required to provide the Finance Manager with:

- PAYE Personal Particulars (IRP2).
- Copy of ID/valid passport.
- Copy of drivers license, if this is a stated requirement of the post.
- Copy of work permit in the case of foreign employees Copy of valid driver's license (where applicable).
- Certified copies of diploma and degree certificates.
- Any other particulars that may be required for tax purposes.
- Evidence of a medical aid scheme if the staff member does not elect to join the staff medical aid scheme.
- Evidence of membership of a pension fund or retirement annuity scheme, if this is not a statutory requirement, and if the staff member wishes to claim a tax benefit for such a scheme.
- Next of kin details.
- Police clearance

### **Work visas**

52. Prospective staff are required to obtain work permits before they take up employment if they are not nationals or do not have resident status in the duty station. While GL will assist with necessary documentation, it is the responsibility of the prospective staff member to obtain necessary legal authorisation.

53. Staff who obtain work permits on a GL job offer are expected (except in exceptional circumstances) to serve the full term of their contract for which a visa has been granted. GL shall only support work permit applications where it is satisfied that the staff member is likely to honour this commitment.

54. A staff member employed on a GL work permit is not entitled to work anywhere else within that country while on a GL visa, if the staff member leaves GL employ.

### **Police clearance**

55. All new staff must provide evidence of police clearance, and a criminal records search by a credible authority before the finalization of contracts.

### **Health**

56. New staff shall provide a certificate from a qualified medical practitioner of satisfactory health for the purpose of carrying out the job.

## Relocation allowance

57. GL shall provide a round trip economy ticket ONLY for staff members who are recruited from another country outside South Africa. Relocation allowance will not apply to new staff members coming from other provinces within South Africa.
58. The staff member shall be paid one months' salary as a relocation allowance prior to joining.
59. If a staff member resigns before completion of their term of service the relocation cost shall be paid back on a pro rata basis, except in exceptional circumstances as determined by the CD/DRH/ SPA. For example, if the contract is for a year and the staff member serves for six months, fifty percent of the relocation cost shall be paid back. This clause does not apply in a case where a staff member has relocated but fails to pass probation.

## Induction

60. The orientation of a new employee to the organisation is of utmost importance to:
- Smooth preliminary stages when everything is likely to be strange and unfamiliar.
  - Establish a favourable attitude to GL so that the employee is more likely to stay.
  - Obtain effective output from the employee in the shortest possible time.
  - Provide the employee with up-to-date and realistic information about the organisation and remove any unrealistic expectations and misconceptions about the position.
61. Subject to circumstances and feasibility, the induction shall be conducted by the Line manager, People Team Lead and any other designated person.
62. The induction process includes:
- Pre-employment: a letter of appointment welcoming the employee to GL.
  - First day: The employee is welcomed by the supervisor or People Team Lead at the Office and completes all outstanding documentation, which is processed and placed in the employees file.
  - The People Team Lead or supervisor will take the new employee around the office.
  - A brief presentation is made on GL.
  - The new staff member meets all staff and has brief meetings with them.
  - The new staff member goes through one week of thorough orientation of all GL Policies and Procedures, all key documents and the GL Intranet. It is important for the new staff member to sign as acknowledgement of having read and understood all the contents of the Policies.

## Probation

63. The employee appointment in terms of the employment contract is subject to a probationary period of three (3) calendar months, during which GL tests the staff member's performance, skills and competency, and employee's suitability for continued employment. This means that the employee's performance must be monitored from day one, and any shortcomings in work performance must be addressed, by giving the employee the necessary evaluation, counselling, instruction, training and guidance in order to assist her/him to achieve and maintain the required work performance standard.

In exceptional cases, GL may elect to confirm the staff member before the three months has elapsed, in consultation with the staff member based on following criteria:

1. Meeting of performance standards and the overall goal of the probation period.
2. Evidence of early and satisfactory integration into GL's systems and processes.
3. Retention of necessary critical skills and talent, to fill in an obvious gap.

## 64. GL shall

- Make it clear that the employee is on probation.
- Clarify the length of the extended probation period.
- Set reasonable performance standards.
- Explain to the employee the performance standards required.
- evaluating and monitoring the employee's performance against the set performance standards
- informing the employee of performance shortcomings
- issuing warnings to the employee where he/she is failing to meet the required standards
- assisting, guiding, counselling, training the employee where necessary
- 

65. An interim assessment may be conducted halfway through probation where concerns are noted and documented. A detailed narrative should accompany such interim assessments.

66. Probation may be extended in order to further assess the employee's performance. This might occur when the employee shows promise but has made some errors, has not met the required standards in the first three months or the opportunity for evaluation has been reduced during the initial probation period. The maximum time probation can be extended is three additional months in the case of managers and one month in the case of staff.

67. Gender Links will keep detailed written records and minutes of the various meetings with the employee, detailed records of what was decided upon between the parties to rectify any shortcomings. Where Gender Links has offered additional training or capacity building to support new staff member, this must be acknowledged and signed for in writing by the staff member receiving support.

68. Upon the completion of the probation period, staff members shall be supplied with written confirmation of the outcome.

69. Should the probation be unsuccessful, GL shall show:

- How the employee failed to meet the performance standard;
- That the employee was given a fair opportunity to meet the required performance standard;
- Give the employee an opportunity to state their case
- That dismissal was an appropriate sanction for not meeting the required performance standard.

### III. REMUNERATION, PERFORMANCE, GROWTH AND EXIT

#### Principles

1. Staff posts must be sustainable, otherwise they are incorrectly budgeted; graded; under-utilised or in need of restructuring or redeployment.
2. All staff, associates and consultants must be properly contracted against confirmed budgets, have clear performance agreements and or job cards, submit time sheets with deliverables linked to SharePoint, to the person to whom they report.
3. Salaries must be funded by donors or clients through market-related costing of time and realistic estimates of level of effort, including proposal writing and bids.
4. Staff themselves shall be flexible to take on different kinds of work and shift to different contracting models as budgets dictate and as mutually agreed.
5. GL shall avoid hiring new staff, unless they bring a skill that is unavailable in-house, until all capacity is optimally utilised.

#### Contracting models

6. To build a more agile organisation in an uncertain funding environment GL has instituted different contracting models including:

##### ***Fixed term staff contract***

7. Employees contracted for a specific period of time or to do a specific job subject to availability of donor funding. These staff work an average of 21.67 days a month, inclusive of holidays.

##### ***Pay by results contract***

8. Employees paid a day rate against work actually performed.
  - This rate is computed as Cost to Company divided by 220 working days. This mode is suited to staff whose income is partly or mostly derived from consultancy work, and in circumstances of uncertain funding. These staff
  - May not invoice more than the number of working days in each month.
  - May not invoice more than 220 working days in a year unless circumstances demand, and as otherwise agreed with the immediate Supervisor.
  - May not invoice for annual leave, sick leave, study leave and family responsibility leave as this is included in their daily rate.
  - Daily rate may be increased by a maximum of 5% on an annual basis consistent with inflation, budget and as authorized by the Board.

##### ***Short- term contracts***

9. Employees who provide:
  - Relief work for a short period as necessary.
  - Where a specific short increase in work load necessitates additional assistance e.g. during leave or illness of a substantive employee.
  - Where there is a specific skills shortage and personnel possessing such skills are not eligible for permanent employment.

##### ***Consultancy contracts***

Independent companies or individuals who

- Provide an ongoing service at an agreed rate per service/ day or per hour, and this is billed monthly against a job card and according to the actual service delivered.
- Undertake a specific task against an agreed Terms of Reference with work plan stating task, timeframe, rate and deliverable.

## **Duration of contracts**

**10.** All GL contracts are of limited duration. This means:

- By signing contracts, employees unreservedly accept that their employment contract is for a limited period as recorded in the opening paragraph of the agreement. The reason for this is that the posts are funded by external donors/clients and the amount of said funding is limited. GL is therefore not able to obtain funding of this post for an indefinite period.
- On termination date of the contract, employment expires automatically through the effluxion of time. It is specifically agreed that the termination of the contract of employment is through the effluxion of time and the said termination will not constitute a dismissal.
- On the termination of employment there is no expectation of continued employment with GL.
- Any employment with Gender Links beyond the termination of the contract is subject to the availability of donor funding and client contracts and to prevailing operational requirements at the time.
- GL shall endeavour to advise employees approximately two months prior to the expiry of a contract whether or not it believes that it is in a position to renew this contract. Should employees fail to receive such notification timeously they should assume that the contract will not be renewed subject to later information being provided.
- Should an offer of renewal be made employees shall give their response in writing one month prior to the termination of the contract.
- Associates and consultants must register, or update their registration annually, in the GL database.

## **Salaries scales, benefits and increments**

11. All staff shall be contracted against a GL salary band as updated and approved by the Board and subject to review from time to time.
12. All GL salaries shall be stated in Rands for HQ and Rand currency countries, and in Local Currency Equivalents for country offices, according to market rates and country contexts, in line with GL Branch accounting. With effect from 1 April 2024, all GL salaries are country-specific, following a robust salary benchmarking exercise undertaken by GL.
13. Annual increments shall be based on the currency of the contract.
14. Rand equivalents shall be restated annually, in line with exchange rates. These however shall have no bearing on actual receipts and increments, which are quoted in local currencies.
15. GL salaries are on a Cost to Company (CTC) basis. This means that this salary will constitute the total salary package (Cost to Company), which includes all contributions you as an employee are required to make to all relevant compulsory insurance funds and other statutory deductions. This includes all mandatory company contributions and benefits.
16. Staff may structure their salary packages to include medical aid, and/or retirement annuity schemes within the TCOE structure and in compliance with the relevant country rules. Evidence of contributions to these third parties (medical aid schemes and/or retirement annuities) must be provided at the start of each year to the People Team Lead/Finance Manager.
17. It is compulsory for South Africa Regional Office staff to be members of a medical aid scheme unless they have an existing scheme or belong to a spouse's scheme. Proof of medical aid & pension is required to be produced for every staff member.

18. Staff are expected to take out Death and Disability Insurance as part of Cost to Company and should provide evidence of this, along with Medical Aid.
19. GL will also subscribe to Workers' Compensation in each country where this is available.
20. All GL functionaries and partners travelling on GL business shall be covered by travel insurance as per the Travel Policy.
21. The monthly salaries shall be paid by the end of each month, and generally on the 25th of every month, unless the 25th falls on a weekend. In that case the salaries will be paid on the next working day.
22. Staff may receive increments as a result of promotion to another band within the organisation or re-grading of an existing post.

The Board may award across- the-board cost of living adjustments on an annual basis after due consideration of inflation and the organisation's financial position. Salaries may be increased by a maximum of 5% on an annual basis consistent with inflation, budget and as authorized by the Board.

23. Staff only qualify for a cost of living adjustment after one year of service.
24. The organisation shall also engage in periodic market-related salary reviews to ensure that salaries remain competitive. Posts may be re-graded as a result of such an exercise.

### **Time sheets**

25. All consultants and employees are required to record their time use in detail daily, using an acceptable recording system that is signed off by the supervisor. No remuneration can be paid unless time sheets are completed to the required standard, signed off by a supervisor, and matched to budget lines.
26. For GL employees the current system used is Microsoft Outlook calendar. This has the advantage of easy access; daily use for scheduling and planning; as well as recording time.(Please see accompanying short manual on how this works).
27. Once all tasks are completed, the outputs must be filed on SharePoint under the relevant section to ensure a URL is obtained. For every delivery, GL staff are expected to hyperlink outputs under the outputs section of the timesheet.
28. Timesheets will not be approved by Supervisors without evidence of the URL where relevant, at the discretion of the Supervisor.
29. No remuneration payment will be processed without an approved timesheet that aligns to the approved salary mapping.
30. At the beginning of the financial year all GL employees shall be furnished with their salary budget projections against donor lines. Employees shall track their time against budgets monthly, to ensure that Levels of Effort (LOE) agreed with donors are respected.
31. Managers shall sign off the time sheets monthly. The DRH shall lock and password the excel sheets once signed to ensure that these are secure.

### **Performance management system (PMS)**

32. In line with its motto, "action and results", GL is committed to fostering a culture of high performance through mentoring and coaching and continuous learning.
33. The primary purpose of the PMS is to affirm good performance and support improvement through on-going (informal) and regular (formal) performance appraisals that identify and address specific gaps at individual and team level.
34. Managers work with staff to draw up job descriptions and Performance Agreements (PA's) setting out objectives and standards for the job against which individuals are evaluated.
35. The PAs shall be weighted according to an agreed scale of the relative importance of each area of work, and of each indicator within that area of work.
36. The weighting of PAs for managers and programme staff shall include certain standard weights for planning, reporting, communication, public profile, website, knowledge creation and monitoring and evaluation according to the matrix (see PA tool kit as amended from time to time).
37. The **Attitude and Team Score (ATS)** comprises 5 points for punctuality, attitude towards work, problem solving, overcoming challenges, and support for team members. This will also include staff suggesting new innovative ideas with results.
38. Once agreement on the key performance areas has been reached, the staff member together with the supervisor shall sign the PA.
39. The PA of the SPA/DRH shall be drawn up by the Board, through the Chair and Deputy Chair of the Board. The PA's of Country Directors shall be drawn up by their local Boards. These governing bodies shall determine how they evaluate executive managers, either through delegation to the Chair/ Deputy Chair, or by a committee comprising members of the governing body best placed to assess the executive managers.

### **Performance assessments**

40. Staff with dual reporting lines shall be assessed by both persons to whom they report, with their primary reporting line leading the evaluation process.
41. All Gender Links staff with no exceptions are subject to an objective bi-annual performance review (more regularly if required).
42. Once a year, the performance appraisal shall draw on a 360 degree feedback system from peers, subordinates, and supervisors (or in the case of the SPA, the Board). Staff are given guidelines and oversight to ensure that 360 feedbacks is implemented properly and fairly, to provide constructive feedback.
43. Contributor's assessments shall assist those assessing in making their assessments and shall be discussed during the evaluation, but shall not be used in the scoring.
44. The process for the regular evaluation is that a staff member shall evaluate their own performance independently, while their supervisor does the same. They shall then jointly discuss the ratings and debate them until agreement is reached, using the objective's standard as their measure of performance. Should there be disagreement between the staff member and the supervisor/s, the score of the latter prevails.

45. Once agreement is reached by both parties, the staff member and their supervisor shall sign two copies of the performance evaluation form.
46. Completed PA's are locked in excel and kept electronically under each staff members file in a secure section of SharePoint.
47. Performance Agreements are reviewed each semester in line with the work plan to ensure that they are specific to the tasks for that period.
48. Performance agreements may be adjusted by mutual agreement within a semester to cater for unforeseen eventualities, or to reprioritize, in line with institutional requirements.

### **Performance measures**

49. The PA is cascaded to individuals from the unit's work plan. All tasks are agreed on the understanding that they can and should be performed by that employee. If not, these tasks are likely impacting on the time and responsibility of another employee.
50. GL no longer offers performance-linked bonuses. GL recognises and affirms good performance every year through staff awards. These cover a range of areas, including good performance and areas voted on by other staff.
51. Performance is linked to career prospects within the organisation as follows:

<b>Score</b>	<b>Rating</b>	<b>Implication</b>
95% and above	Excellent	High Performer; renew contract if funds permit, promotion if an opportunity arises.
86% to 95%	Good	A pre-requisite for contract renewal, and for any consideration of promotion.
76% - 85%	Satisfactory	Areas that need improvement
Below 75%	Below required standard	May be demoted or contract may be terminated

### **Promotions**

52. Managers may promote a staff member to a vacant position if such a position is sufficiently funded, and if, through the PMS, it has been determined that such a staff member is eligible for promotion. A staff member may also motivate their promotion to a vacant post. Promotions can also be justified in instances of good performance in which case existing posts may be regraded, if the job content changes.

### **Performance improvement**

53. The primary purpose of this process is to provide employees with the opportunity to improve their performance or a work related issue, as well as provide GL the framework necessary to take action against any employee in the event of poor performance or a work-related issue.

54. Each biannual review is accompanied by a Performance Improvement Plan in the form of a narrative report by the supervisor based on the assessment of the Performance Agreement.
55. The proposed improvements shall be accompanied by appropriate counselling, mentorship and capacity building to address any skills gaps.
56. Progress shall be reviewed during following evaluation or before, if required.
57. For performance of 75% and below, GL may consider a demotion, ie shifting the staff member to a lower graded post more suited to the employees level of performance, or termination if there has been no improvement .

### **Staff development**

58. GL is committed to:
  - Life-long learning, ensuring that all training is competency based and is accredited.
  - Well planned, cost effective training, in which staff are involved in identifying their own training needs.
  - Linking Performance Management, Training & Development, Recruitment & Selection and Staff movement.
  - Recognising that in addition to formal training and development, other important types of staff development exist such as: mentoring, coaching, on- the-job learning, job rotation and job enrichment.
59. GL shall budget 1% of staff salary costs for staff development and ensure that it claims back from government moneys paid for SDL in case of South Africa and countries that have this programme`. Staff shall sign a binding contract, for a period of time after the completion of a course, commensurate with the size of the investment made by GL, or be obliged to pay back the costs if they leave before the completion of the period. The terms shall be agreed in writing between GL and the staff member.
60. Staff who undertake training designated by GL as part of the PMS are entitled to do so during office time provided, that there is agreement that the staff member shall serve the organisation for a stipulated period of time, consistent with the staff member's contract, subsequent to the completion of the study.
61. Additional study leave of five days per annum is granted for relevant study
62. All training and development opportunities afforded, staff shall be subject to funding, time availability and organisational priorities.
63. Should staff wish to draw on their work to further their academic careers, for example to draw on GL research for their theses, this must be motivated to Exco through the SPA, and agreement reached on appropriate acknowledgement.

### On the job learning

64. Most learning at GL and in life takes place on-the-job. Staff develop a Personal Development Plan based on the 360 feedback and staff reflection.
65. Staff annually produce a Learning Journey, a written or video reflection of what they have learned during the year compiled in a booklet on organizational learning and development.

### Lateral movements

66. Managers may, from time to time, make horizontal transfers of staff from one position or Department to another at the same level and with the same salary and benefits as operational requirements or personal development criteria dictate.
67. Transfers shall be made in the context of assessment of performance and job requirements as set out in the Performance Management System.

### Acting appointment

68. An employee may be required to act in a higher position for a temporary period, for example, when the employee holding that higher position is on leave, or away on training course, or is being replaced.
69. If an employee is called upon to act in a higher position for more than **3 months**, he or she will be paid an acting allowance for the period. The acting allowance shall be the entry level of this position in which the employee is acting. If the acting post is on the same level as the employee's position, no acting allowance will be paid.

### Retention

70. GL shall take measures to retain staff, provided such staff add value to the organisation, and that finances permit the retention of these staff. These measures shall include monetary and non-monetary measures as follows:
- **Remuneration:** GL constantly scans the environment and adjusts wages, makes cost of living adjustments and has a notch system that rewards strong performance, provided the budget allows for this.
  - **Flexibility and sensitivity to family needs:** GL allows staff to work from home under certain circumstances. Now that GL has regional offices, the organisation has also transferred staff for family reasons where this has proved feasible.
  - **Affirming good performance:** GL has a remuneration linked performance system, and has annual staff awards that recognise a variety of contributions including team work, resource mobilisation, innovation, writing, photography, financial management, performance and improved performance.
  - **Promotions and opportunities:** GL has an active talent spotting and promotions policy.
  - **Staff wellness programme:** GL allocates a budget for staff wellness that seeks to assist staff in balancing body, mind and soul. The programme also enhances team spirit.

### Renewal of Staff Contract

71. GL shall advise staff two months prior to the expiry of a staff contract whether or not the contracts shall be renewed.

72. Staff shall give response in writing one month prior to the termination of the contract.

73. The response is legally binding.

### Resignation

74. Unless a shorter notice period is mutually agreed between the staff member and management, termination of employment by either is required to give written notice as stipulated **in** the table below. Staff are required to tender a formal, signed **letter of resignation (HR08)**.

Staff level	Notice period
Officer and Manager level	One calendar month
Executive managers	Three calendar months
Casual employment	No notice is required according to the
Fixed term contract	Employment terminates upon expiry of the term/period
During probation	Five working days' notice

*\*Calendar month means the full cycle of the month from the first day to the last day.*

75. Should a staff member fail to provide the agreed notice of termination, the staff member is obliged to pay this amount to Gender Links, including through any leave days owing.

### Retirement age

76. The normal retirement age of all staff shall be 65 years of age but an employee may, with the consent of GL Exco, continue her/his service after the age of retirement.

### Termination by the employer

There are 3 grounds for dismissing an employee, namely:

Misconduct as defined in the Disciplinary Code (Annex A)

Incapacity: If, after performance coaching, an employee is still incapable of doing their job to the required standard or they are capable, but unwilling to do their job properly.

Operational requirements, for example lack of funding or economic hardships.

In such instances GL shall:

- Approach the matter with fairness, transparency and good communication.
- Give the employee an opportunity to have a support person present at the termination meeting;
- Put the reason for termination to the employee at that meeting;
- Take the employee's explanation into consideration before making any final decision; and.
- Provide a letter confirming the termination.

### Exit formalities

77. No final payment shall be made to staff members until all their termination deliverables have been submitted, checked and approved by the signature of their supervisor. This shall include verification by the supervisor that all institutional resources in the possession of and/or generated by that staff member have been handed, in and/or filed on the Sharepoint, and the submission of proof thereof to the DRH/SPA.

78. Departing staff shall prepare handover notes. GL shall conduct an exit interview and process before the staff member leaves. The staff member and supervisor shall sign off on all staff property used and returned. Related forms include **FORM HR09 Handover Notes; FORM HR10 Company Property Form** and **Form HR11 Exit Form**.

79. Staff members may not take leave during notice period unless agreed by the DRH /SPA.

**Severance/Gratuity**

80. In the event the employee is made redundant s/he shall be entitled to severance pay only where this is stated in the contract of employment in accordance with statutory requirements in the country of operation.
81. Where such a provision is made, monthly deductions shall be made from the staff members Cost to Company and kept in a trust account for payment upon the termination of that staff members contract.

## IV. ABSENCE MANAGEMENT AND FLEXTIME

### 1. Annual leave

- The leave cycle shall be 1 April to 31 March every year.
- Leave application must be submitted two weeks in advance, except in exceptional circumstances. All leave must be applied for through ESS VIP HRM system.
- Leave applications must be authorised before being taken.
- The timing of leave must be mutually agreed. If the leave period applied for coincides with important work priorities, it may be declined for the period requested.
- Staff members must to complete outstanding deliverables and commitments as agreed with their supervisor before taking leave. Staff shall ensure that their area of work is covered while they are away. It is the staff member's responsibility to redirect their emails to the officer responsible for their work in their absence to ensure that there are no lapses in communication.
- Leave should not clash with major organisational activities.
- Leave may only be taken based on leave accumulated except in exceptional circumstances as approved by the SPA/DRH.
- It is mandatory that staff utilise at least one third of their annual leave before December.
- All staff are obliged to take part of their leave between 24 December and 2 January.
- In addition to public holidays, the following annual leave will be applicable – 15 days for staff accumulated at a rate of 1.25 days per month, 18 days for managers accumulated at a rate of 1.5 days per month, 20 days for the /SPA, at a rate of 1.67 days per month. The additional time allocated to managers takes into account travel time or meetings outside hours. No further extra time may be claimed except in exceptional circumstances as approved by the SPA/DRH on a case-to-case basis.
- All leave must be fully utilized by the last day of the Financial Year 31 March and no carry overs will be allowed.
- If your contract is not extended, the maximum that can be paid out for leave at the end of each year is 5 days.

### Overtime

2. GL does not pay overtime except in very exceptional circumstances and to staff eligible for over time.
3. Overtime shall be compensated at a rate of 1.3 times the normal hourly rate for weekdays, 1.5 times on Saturdays and twice the hourly rate for Sundays for staff eligible for overtime as determined by the Basic Conditions of Employment in the relevant countries where GL has offices. Overtime does not apply to managers, professional staff, interns and volunteers.
4. All overtime worked must be verified and signed by the responsible staff member before the supervisor approves and signs the overtime form.
5. Gender Links does not award Time in Lieu except in exceptional circumstances, at the discretion of the DRH/SPA.

### Sick leave

6. Staff shall be entitled to 10 days paid sick leave per annum. This can be accumulated in advance for up to three years but deducted from final payments in the event the staff member leaves before completion of the period for which forward leave has been taken.
7. If a staff member is ill for more than ten days this shall be taken as unpaid leave unless in his

or her discretion the SPA/DRH decides otherwise.

8. If an employee is unable to attend work due to illness he/she must inform his/her supervisor immediately. Sick leave must be applied for in ESS HR System. Sick leave applied for on WhatsApp or any other mode will be regarded as unauthorised leave.
9. Sick leave of more than one day must be accompanied by a doctor's note. GL reserves the right to verify such notes. They must include at a minimum:
  - The name of the medical practise.
  - Legible name of the medical practitioner.
  - The nature of the ailment.
10. If a staff member is away from work for four hours or more for medical reasons, they shall apply for sick leave to be taken against the ten days paid sick leave per annum.

#### **Extended sick leave**

11. Where on account of an extended, serious illness an employee requires leave in excess of the maximum sick leave, the SPA/DRH may grant extended, sick leave as follows:
  - Use sick leave entitlement on full pay.
  - Use of all annual leave.
  - Beyond this receive no pay.
12. Each case shall be reviewed on merit and the employee's length of service, past record of sick leave and work performance shall be considered. Abuse of sick leave shall result in disciplinary action being taken.

#### **Family responsibility Leave**

13. Full-time employees are entitled to three days paid family responsibility leave per year, on request, when the employee's child is sick or in the event of the death of employees' spouse or life partner, or the employee's parent, adoptive parent, grandparent, child, adopted child, grandchild or sibling".
14. Special leave may not be accrued to the next annual leave cycle.

#### **Study leave**

15. Staff shall be entitled to five days paid study leave annually provided they supply proof of study, and the area of study contributes to the staff member's work at GL. All study leave shall be recommended by the supervisor and approved by the SPA/DRH on Orange HRM.
16. Staff members will only be eligible to apply for study leave after serving one year.
17. Study leave requirements shall be built into the unit calendar at the start of the year and approved at least two weeks ahead of time using the leave form.
18. Study leave may not be taken during key work periods or notice period.
19. Study leave may not be accrued to the next leave cycle.

#### **Sabbatical leave**

20. The GL Sabbatical leave scheme offers eligible employees up to 3 months of paid leave after their first ten years (10 years) of working continuously for Gender Links.
21. Sabbatical leave may be taken by staff at management level or senior officer levels.

22. Sabbatical leave can't be accrued or carried over to the next period. This means that if unutilised, it will be lost.
23. While sabbatical leave is not cumulative, if a staff member has not previously taken study leave, this would be a factor in their favour in the consideration of sabbatical.
24. Sabbatical leave is a privilege, not a right, therefore Gender Links is under no obligation to award this leave to staff members automatically.
25. It is not mandatory to use all the full 3 months provided for Sabbatical leave –this is only a cap.
26. The duration of the sabbatical leave will be dependent on relevance to the job requirements.
27. The leave will be taken in consecutive weeks without a break in between.
28. Sabbatical leave can only be awarded if there is a clear demonstration of mutual benefit both for the staff member as well as for Gender Links.
29. Sabbatical leave will be awarded to high performing individuals with an average of at least 85% for their latest staff performance appraisal.
30. Staff may take voluntary unpaid work or research during sabbatical leave, but they may not be allowed to undertake work with a competitor organisation.
31. The staff member should indicate as part of the sabbatical plan if there is a remuneration component and this must be disclosed and agreed from the onset.
32. Should staff receive remuneration during sabbatical leave from a competitor organisation, this will be regarded as breach and may result in a summary dismissal.
33. Requests for sabbatical leave should be handed in at least two months before the intended leave is due to commence and there should be a sufficient budget to cover the replacement costs of the person temporarily taking over that position.
34. All sabbatical leave applications will go through the HRM system for approval by the relevant supervisor.
35. Sabbatical leave may not clash with other important organisational events.
36. Employees who take sabbatical leave will not accrue further annual leave or sick leave during their sabbatical period.
37. After the completion of a paid sabbatical, the staff member is expected to produce a report which states the outcomes of the sabbatical and progress made during the sabbatical.
38. The staff member awarded Sabbatical leave should serve Gender Links for a period of at least six months after return from Sabbatical leave for the organisation to enjoy the benefits from the research undertaken.
39. Sabbatical leave will be dealt with on a case by case depending on the merits of each scenario, at the discretion of the SPA/DRH or Board.

### **Maternity/Paternity leave**

40. GL employees are entitled to four months' maternity leave. The first three months shall be paid leave. The fourth month, if taken shall be unpaid unless taken out of annual leave due.
41. Employees based in South Africa qualify for the Unemployment Insurance Fund or UIF are entitled to claim UIF for maternity leave in accordance with the Basic Conditions of Employment Act.
42. Where UIF does not cover the full salary, GL shall pay the balance to a maximum of the staff member's salary for three months provided, the staff member has served GL for one year; except in exceptional circumstances as determined by the DRH/SPA.
43. Staff in other countries are entitled to three months paid maternity leave provided the staff member has served GL for one year. If the staff member has served for less than one year they shall be entitled to paid maternity leave on a pro-rata basis. This includes the adoption of a child less than one year.
44. GL shall provide one week paid paternity leave if the staff member has served GL for one year; except in exceptional circumstances; as determined on a case by case basis. Paternity leave shall be taken once off and not broken into various periods.
45. Staff wishing to go on parental leave must provide three months' notice.
46. A staff member who is breast feeding shall be allowed breaks of thirty minutes twice per day for the first six months of the child's life.

### **Unpaid leave**

47. Leave without pay shall only be considered in exceptional circumstances and granted subject to specific written conditions imposed by the Departmental Manager/Section Head concerned in consultation with Senior Management. In all cases the employee shall be required to maintain his/her contributions to statutory and other funds. It is a prerequisite that all annual and accumulative leave shall be used before unpaid leave is taken.
48. The exceptional circumstances for unpaid leave include in the case of protracted illness, where the sick leave entitled has been exhausted; or all accumulated annual leave has been taken. In such cases, the employee shall be entitled to approach UIF to claim ill-health benefits.
49. Where an employee shows signs of continued ill health, it may be necessary to consider retirement on grounds of ill health after assessing the employee's capacity to continue the core tasks that he/she was employed to perform.
50. Factors to be taken into account when considering whether to grant unpaid leave include:
  - a. The reason for the request;
  - b. Length of service;
  - c. Work performance;
  - d. Attendance history; and
  - e. Attitude towards the company.

### **Office hours**

51. The organisation currently works a 40-hour work week as standard time over a period of 5 days from 08h00 until 16h30 or 08h30 until 17h00. There shall be flexibility within these hours for as long as each staff member works a minimum of eight hours. Any variations must be agreed

with the staff member's supervisor.

52. Employees are entitled to a meal interval of 30 minutes after 5 hours of continuous work taken between 12h30 and 14h00.
53. Staff are required to sign in on MS Teams (Office 365) as soon as they arrive at the office and to be available for communication within the office and across GL offices unless where staff are out in the fields where there is no internet connection.
54. Reasonable time shall be made for staff to attend to personal business such as going to the bank or a child's school function during office hours. Except in the case of medical emergencies, the staff member's supervisor shall be given prior notice of such absences. . If the business takes more than half a day then a half a day leave will apply.
55. Staff shall communicate with their immediate supervisors if they are going to be late for work before or at the time they are expected to be at work. They shall also inform the front office so that their calls are directed appropriately.
56. Should an absence involve being away from the office for half a day or more, permission shall be sought from the supervisor and taken as leave.

#### **Flexi-time (working from home)**

57. Working from home may be agreed with the supervisor on a periodic and case by case basis. In all cases it shall not result in additional costs to GL except where such arrangements are GL induced. The only contribution that GL shall make to facilitate working from home where the arrangement is GL induced shall be communication support.
58. GL reserves the right to verify that offsite working environment is conducive to work.
59. Flexi-time shall be recorded and all deliverables signed off in share point. Flexi work not recorded or signed off in share point shall be regarded as unauthorised leave and treated accordingly.
60. Staff members who work from home exercise this option must:
  - have good Internet and phone access;
  - be accessible at all times while they are on duty but not at the office, and
  - bear the cost of telecommunication access away from the office.
  - Where functions cannot be performed from home, these and certain staff categories may not qualify for temporary or permanent work from home arrangements e.g. reception
61. Managers shall have the final say on all matters pertaining to flexi-time.

## V. WORKPLACE CONDUCT AND GRIEVANCE PROCEDURES

### Code of conduct

1. In order to carry out GL business in a disciplined and orderly manner, every employee of GL shall conduct himself/herself in a manner consistent with the express or implied terms and conditions of employment including:
  - Carrying out work with due diligence, reasonable skill and competency as the employee expressly or impliedly holds himself/herself out to possess and in accordance with the terms and conditions of his/her employment regulations, or individual contract of employment, as the case may be;
  - Reporting for work regularly, punctually and sober without neglect and, be properly dressed for the work he or she is employed to do;
  - Obeying all lawful and reasonable orders and instructions as may be issued from time to time by the employer, or by any person to whom authority has been delegated;
  - Taking reasonable care for the property of GL to avoid damage, loss, and destruction
  - Making every reasonable effort to improve own efficiency and work experience so as to achieve a high standard of performance and to produce work of high quality;
  - Using the employer's property entrusted for the performance of work for the purpose of the employer's business;
  - Complying with occupational safety and health regulations and obligations;
  - Conducting self in a manner which is not harmful to the promotion of good relations with other employees, or members of the public;
  - Not to not incite other employees to do, or omit to do any act which is inconsistent with their obligations in terms of their contracts of employment or employment regulations, as the case may be;
  - Never engage in any criminal, fraudulent, dishonest or other discreditable conduct in, or outside the employment as set out in GL's anti-corruption policy;
  - Treat all internal information gathered in the employ of Gender Links as confidential.
2. All staff members are required to actively promote the objectives and functions of GL.
3. No staff member is entitled to accept remuneration offered to him or her by virtue of his/her being a member of staff without the consent of the SPA/DRH.
4. In their public and internal dealings, staff members are required to be polite, efficient and to promote the good name of GL.

### Anti-bullying policy

5. Gender Links is committed to preventing workplace bullying as part of providing a safe and healthy work environment for all its staff, stakeholders and partners.
6. Workplace bullying is a risk to health and safety as it has the ability to affect one's physical and psychological health. Failure to take steps to manage the risk of workplace bullying can result in a breach of Health and Safety laws.
7. Workplace bullying can occur wherever people work together and in all types of workplaces. It is best dealt with by taking steps to prevent it from occurring and responding quickly if it does occur. The longer the bullying behaviour continues, the harder it becomes to repair working relationships and the greater the risk is to health and safety.

### Definition of workplace bullying

8. Examples of behaviour, whether intentional or unintentional, that may be workplace bullying if they are **repeated, unreasonable** and **create a risk to health and safety** include but are not limited to:
- abusive, insulting or offensive language or comments;
  - aggressive and intimidating conduct;
  - belittling or humiliating comments;
  - victimisation;
  - practical jokes or initiation;
  - unjustified criticism or complaints;
  - deliberately excluding someone from work-related activities;
  - withholding information that is vital for effective work performance;
  - setting unreasonable timelines or constantly changing deadlines;
  - setting tasks that are unreasonably below or beyond a person's skill level;
  - denying access to information, supervision, consultation or resources to the detriment of the worker;
  - spreading misinformation or malicious rumours; and
  - changing work arrangements such as rosters and leave to deliberately inconvenience a particular worker or workers.

If the behaviour involves violence, for example physical assault or the threat of physical assault, it should be reported to the police.

However, it must be noted that differences of opinion and disagreements are generally not workplace bullying. People can have differences or disagreements in the workplace without engaging in repeated, unreasonable behaviour that creates a risk to health and safety. Some people may also take offence at action taken by management, but that does not mean that the management action was unreasonable. However, in some cases conflict that is not managed may escalate to the point where it becomes workplace bullying.

9. Gender Links is aware that workplace bullying can be carried out in a variety of ways including through verbal or physical abuse, through email, text messages, internet chat rooms, instant messaging or other social media channels. In some cases, workplace bullying can continue outside of the workplace.
10. Workplace bullying can be directed at a single worker or group of workers and be carried out by one or more workers. It can occur:
- sideways between workers;
  - downwards from supervisors or managers to workers; or
  - upwards from workers to supervisors or managers.
11. Workplace bullying can also be directed at or perpetrated by other people at the workplace such as clients, patients, students, customers and members of the public. Everyone at Gender Links has a work health and safety duty and can usually help prevent workplace bullying. The following table sets out the various duties in relation to workplace bullying as outlined by Gender Links.
12. Gender Links ensures that the risk of workplace bullying will be minimized by taking a proactive approach that involves:
- early identification of unreasonable behaviour and situations likely to increase the risk of workplace bullying occurring;
  - implementing control measures to manage the risks; and

- monitoring and reviewing the effectiveness of the control measures.

### **Controlling the risks**

13. Gender Links manages the risk of bullying by creating and promoting a positive work environment where everyone is treated fairly and with respect. A combination of control measures aimed at the organisational level and at individual behavior have been put in place:

#### *a) Management Commitment*

Gender Links senior management commits to identifying, preventing and responding to workplace bullying as one of the key factors for preventing unreasonable behaviour and managing psychological risks. This helps to send a clear message to staff that the organisation is serious about preventing workplace bullying and contribute to a positive workplace culture where unreasonable behaviour is not tolerated.

Managers can demonstrate commitment in various ways including by:

- modelling respectful behaviour at all times;
- developing and implementing a bullying policy which clearly identifies the expected behaviour and consequences of not complying;
- dealing with unreasonable behaviour as soon as they become aware of it;
- ensuring that reports of bullying are taken seriously and properly investigated; and
- consulting with junior staff and interns.

#### *b) Set the standard of workplace behaviour*

Gender Links has set and enforced clear standards of behaviour through the code of conduct in the Human Resources Policy that outlines what is and is not appropriate behaviour and what action will be taken to deal with unacceptable behaviour. It can apply to all behaviours that occur in connection with work, even if they occur outside normal working hours. The standards of behaviour should also include a reference to reasonable management action.

### **Grievance procedures**

14. The purpose of the grievance procedure is, as far as possible, to resolve work-related conflicts through mediation. Gender Links acknowledges that an employee who has a grievance or is dissatisfied with any matter concerning the employee's work situation or conditions of employment, shall have the right to lodge a grievance with the company. The company resolves to consider and attempt to resolve any such grievance at the earliest possible stage to the satisfaction of both parties. Accordingly, the company has agreed to implement a grievance procedure, the main purpose of which shall be to prevent and resolve conflict in the workplace and to protect the interests of Management and employees.

### **15. Principles**

- Any employee or group of employees may lodge grievances which directly concern them with the company in terms of the grievance procedure.
- Any grievance lodged shall be attended, to as speedily as possible and shall not be unreasonably delayed.
- Management shall consider all grievances lodged in a fair and just manner.
- No victimisation of any employee who has lodged a grievance shall be tolerated.
- Allow an interpreter if necessary.
- Allow parties to call witnesses to testify.
- Question witnesses who testify.
- Cross-examination shall be allowed.
- Do not proceed with the investigation if the aggrieved party is not present. Any employee lodging a grievance may be accompanied and represented at any stage of the procedure

- by a colleague of his/her choice, or by a shop steward who is an employee of the company.
- The grievance procedure may be utilised by all employees of the company.
- Employees shall be remunerated at their normal pay rates for the time spent with management in discussing grievances on condition that the laid down procedure is being complied with.

### ***Step 1- Supervisor SPA/DRH/CD***

16. Any work-related concern shall be raised with the immediate supervisor. If the grievance concerns the SPA/DRH/ CD it shall be raised with the EC.
17. The staff member shall report the grievance verbally within 10 working days of its occurrence.
18. The Supervisor must investigate the grievance and attempt to resolve it to the satisfaction of all parties. This shall be done within one week and all involved parties shall be advised of the outcome.
19. If the staff member is satisfied with the outcome of the investigation, this shall be appropriately recorded, and no further actions shall be taken.
20. If the staff member is dissatisfied with the outcome of the investigation, of step 1, he/she may ask the next highest authority to review the finding.

### ***Step 2 – Appeal to the Executive Committee***

21. If the staff member is not satisfied with the outcome, he/she shall report the matter in writing to the EC – please see Internal Memo template. If the matter concerns the SPA/DRH/ CD it may be appealed with the full Board.
22. The EC or a person to whom he/she may delegate this task shall thoroughly investigate the complaint within one week of receipt thereof and reach a decision that must be conveyed to all parties.
23. The EC may call any witness and additional evidence that he/she believes is relevant to the matter.
24. The EC must also consult with all parties and inform all parties of his/her decision within one month of receiving the grievance.
25. The decision of the EC shall be final and binding on both parties.

### **Disciplinary Code**

26. GL has adopted a framework of rules and procedures for the guidance of employees and management on disciplinary issues (see Annex A) drawn from the Basic Conditions of Employment Act – South Africa.
27. Areas of misconduct shall be correctly identified, the formulation of standard rules, guide lines and procedures, enable the uniform application of penalties for to every offending employee of GL.
28. A thorough investigation of the facts and circumstances in each case of alleged misconduct shall be carried out prior to any final disciplinary action being taken.
29. All employees shall be made aware of what is expected of them in respect of discipline by

means of standard instruction, orders and copy of this Code.

30. Provision is made for appeal procedures.

### **Warnings: General**

31. One of the primary aims of a disciplinary procedure is to give staff members an opportunity to correct misconduct, unless the misconduct is of a very serious nature, in which case, a staff member can be suspended, with immediate effect.

32. All warnings shall be given as soon as possible after the misconduct was brought to the attention of the supervisor.

### **Verbal warning**

33. The warning shall be given to the staff member concerned by his/her immediate supervisor, or where the /SPA is the supervisor by the /SPA, or where the SPA is being warned by the EC.

34. The details of the warning shall be recorded, by the supervisor in the presence of the employee. (Details to include pointing out the nature of the misconduct to the staff member, what is expected of the staff member and consequences of the staff member failing to respond to the warning)

35. The staff member shall be allowed to state his/her side of the case, and this shall also be recorded.

36. The parties must agree on a date (not more than three weeks after the warning has been given) on which the staff member's conduct shall be re-evaluated.

37. If both parties are satisfied that the issue has been satisfactorily resolved, no further action needs to be taken.

### **Written warning**

38. A written warning is given where a verbal warning has failed to resolve the problem or when the nature of the misconduct is so serious that a verbal warning would not be adequate.

39. The staff member shall be required to sign a copy of the written warning to indicate that he/she has received it and shall be given a copy of the warning.

40. The written warning shall contain details of the misconduct and what is expected of the staff member. The staff member shall be afforded, an opportunity to respond. The response shall not necessarily negate the warning unless the /SPA considers that the response warrants further investigation. Shall the staff member disagree with the DRH/SPA's assessment, the staff member may take the matter to the EC in terms of grievance procedures.

41. The written warning shall be placed in the staff members' personal file for a period of one year.

### **Final written warning**

42. A final written warning may be given where the misconduct is of such a serious nature that a written warning would be inadequate or where the written warning has failed to resolve the problem.

43. The final written warning shall be given by the /SPA/DRH, or if the /SPA is involved, by the EC.
44. The staff member shall be required to sign a copy of the warning to indicate that he/she has received it. The staff member shall be given a copy of the warning.
45. The DRH/SPA or EC must allow the staff member/SPA to state his/her case prior to the written warning being issued.
46. The staff member shall also be given the opportunity to bring any witnesses and to be assisted by another member of staff.
47. The supervisor must also advise the complainant that should it become necessary to take further disciplinary action against the staff member, following a final written warning; the staff member may be dismissed.
48. The final written warning must be placed in the staff member's personal file for a period of one year.

#### **Disciplinary inquiry**

49. In the case where the misconduct may warrant dismissal or where a final written warning has not resolved the problem, a disciplinary inquiry must be initiated by the SPA/EC or to any qualified person to whom he/she delegates that responsibility.
50. The DRH/SPA/EC may appoint a person to investigate the misconduct on behalf of GL.
51. The DRH/SPA/EC may at any time before or after a staff member has been charged with misconduct suspend that staff member in accordance with relevant legislation until the investigation is complete or until the disciplinary enquiry has been concluded.
52. The staff member shall be afforded, an opportunity to explain why he/she shall not be suspended, prior to such suspension.
53. The investigator may recommend to the /SPA/EC that a disciplinary inquiry shall take place if he/she believes that sufficient grounds for such an enquiry exist.
54. A member of staff shall be given reasonable advance notice of the date and place of inquiry. The notice shall be in writing, shall clearly set out the nature of the alleged misconduct and shall advise the member of staff that he/she is entitled to be assisted at the inquiry.

#### **Disciplinary hearing**

55. The DRH/SPA/EC shall constitute a panel consisting of one or more persons to hear the inquiry. The panel shall be assisted by a person with legal training or mediation skills.
56. The investigator shall present to the panel his or her findings.
57. The complainant or his/her representative, shall then be given an opportunity to lead any evidence in support of his case, including the calling of any witnesses. The staff member is entitled to legal advice, but not legal representation, at his or her own cost.
58. The panel shall decide on a balance of probabilities whether the alleged misconduct was committed and must inform the member of staff as soon as possible of its decision.

59. The member of staff, if found guilty, may present further evidence in mitigation.
60. The panel may, depending on the nature and severity of the misconduct and after consideration of all relevant information recommend to the SPA that he/she may caution or reprimand the member of staff or dismiss him or her from the employ of GL.
61. The inquiry must be recorded, and the details thereof kept in the staff member's file for a period of one year after the inquiry.

**Appeal**

62. A member of staff, who is not satisfied with the decision of the panel, may appeal in writing within five working days to the Board.
63. The Board may allow the complainant and the DRH/SPA/EC to submit a verbal and/or written complaint/response.
64. The Board shall make a finding based on a consideration of the record of the inquiry and any other relevant information.
65. The Board shall inform the staff member DRH/SPA in writing of its decision within ten working days.
66. The decision of the Board is final.

**Confidentiality**

67. All staff contracts and records shall be confidential except in instances where GL may legally be required to divulge these.

## VI. WELLBEING

1. Employee wellbeing:
  - Recognises the need to create and maintain a healthy work environment that guarantees the health, happiness and general wellbeing of employees in order to maximise their full potential and ensure success in meeting the goals of the organisation.
  - Understands general wellbeing to mean a healthy balance of the mind, body and spirit that results in an overall feeling of well-being. It requires that the individual maintain a continuum of balance and purposeful direction within the environment where s/he is functioning. It is not simply the absence of illness, but an improved quality of life resulting from enhanced physical, mental, and spiritual health. Being well combines health and happiness.
  - Seeks to create a working environment where the individual's aspirations in relation to their wellbeing is realised.
  - Recognises the determinants of wellbeing to include: a feeling of control of destiny, health practices, spirituality, family, environment, work, money and security, health services, social support and leisure.
  - Is guided, by the principle that employees are one of the greatest assets an organisation can have, therefore the good health of the organisation depends on the good health of its staff.

### **The Wellbeing Policy**

2. GL shall run an Employee Wellbeing Programme to help create and maintain a healthy and balanced team. The Wellbeing Programme is coordinated by the Wellness Champion assisted by a wellbeing committee.
  - a) The Wellbeing Committee is responsible for:
    - Assessing the overall wellbeing of staff and of the team using such instruments and outside support as may be useful in conducting such assessments.
    - Conducting periodic needs assessments; devising annual programmes for fostering individual and team wellbeing and an annual budget for approval by the /SPA.
    - Ensuring that birthdays and special days are celebrated.
    - Organising periodic staff outings.
    - Helping new staff/interns/consultants to settle in and feel at home.
    - Getting suggestions from staff, including those in country offices and incorporating these into the wellbeing programme.

### **Health and safety**

3. The Board and /SPA shall be responsible for ensuring that all working environments comply with the Occupational Health and Safety Acts and relevant Public Service Regulations on health and safety in relevant countries.
4. When staff are having meetings, engaging in long phone conversations etc. they shall close their office and speak in moderated tones.
5. Conversations shall be held in public spaces such as the board room, kitchen and outside; NOT in the corridor that all offices lead into.

### **Cleanliness and tidiness**

6. It is the responsibility of all staff members to keep their work spaces clean and tidy so that the office assistants and cleaners can clean properly.

7. All staff members are responsible for keeping clean and tidy shared spaces that they use from time to time. These include the; kitchen; bathrooms; publications shelf; . Under no circumstances shall public spaces be used for temporary storage of any items that do not belong in these rooms (for example publications).
8. Office Assistant is responsible for washing tea and coffee cups at the end of each day, and lunch plates.
9. There is a refrigerator for common use. Staff shall ensure that only fresh foods are stored in the refrigerator and that each does not take up an excessive amount of space. At the end of each week the Office Assistant shall clear all old food from the refrigerator. It is the responsibility of all staff to remove any food they do not want disposed of in this way.

### ***Staff assistance***

10. The organisation may only make staff salary advances equivalent to the number of days leave a staff member is owed.
11. Instances in which such advance could be given include emergencies such as ill health or family problems.
12. GL encourages all staff to own and utilise their laptops for work purposes. For this purpose, GL shall assist with interest-free advances to staff to acquire laptops for work purposes (see **FORM HR06**). The laptop advance shall be secured by the staff member's leave days and in the case of new staff, against salary. This advance for a laptop shall be paid back within a period of 6 months.
13. GL subsidizes the purchase of laptops to the value of R5000 towards the cost of the laptop. The subsidy is repayable if the employee resigns after one year of service.
14. If an employee laptop is damaged whilst at work or on assignment, GL will carry the cost of the repairs ONLY if it is not as a result of negligence. A decision to cover the repair of the laptop will be treated on a case by case and at the discretion of management.

## VII. GL's GREEN OFFICE POLICY

### Introduction

15. The Gender Perspectives on Climate Change report following the 2008 United Nations Commission on the Status of Women (CSW) "Emerging issues panel" noted that Africa has already experienced a warming of 0.7°C. This is expected to continue to rise by 0.2–0.5°C each decade. The panel debated how this warming would affect the realisation of the Millennium Development Goals, especially goal three - the empowerment of women.
16. GL has a special responsibility and role as a regional leader and consumer of environmental resources, to set positive examples of management and conservation within this area. This policy includes the carrying out of both compulsory and voluntary practices to reduce waste, further recycling, conserve energy and reduce the usage of natural resources. Accordingly, GL shall purchase products, supplies, and services that further this goal.
17. This policy shall be cross-referenced with the procurement; employee wellness; and office environment policies. Judicious care of resources reduces environmental; human and financial costs, resulting in better value for money as well as a sustainable future. Appreciation of nature and the environment is a key ingredient in personal well-being. Less cluttered green friendly and aware offices make for more holistic and pleasant working environments. This policy also cross-references with other policies such as flexi-time. Work from home, where warranted, reduces the carbon footprint of staff and can help to promote better work life balance, if responsibly managed.

### Education and awareness

18. All GL staff are required to familiarise themselves with the Green Office Policy as part of their induction.
19. GL shall appoint an environment officer, who shall ensure that all staff are aware of the Green Office Policy through periodic education and awareness events, including fun events with families undertaken as part of the wellness programme.
20. The environment officer shall have a regular Green Column on intranet to educate staff about reducing environmental degradation, increase awareness of the GL environmental policies, and encourage staff to practise the same principles at home. Good practices from all GL offices shall be shared through SharePoint.

### Programme work

21. As a regional organisation operating in 15 countries, Gender Links works most often at the macro level, using research to influence key stakeholders and decision-makers, including government and media. Through its programme work Gender Links has committed to taking up the issue of climate change and the environment in several key areas:
  - Lobbying and advocacy work as part of the SADC Gender Protocol Alliance, which is pushing for climate change issues to be incorporated into the SADC Gender Protocol. .

### Green building practice

22. GL uses interior plants within personal work zones, where staff spend most of the day. (Research shows that plants improve air quality. Sealed energy efficient buildings have less exchange of fresh air for stale air. Research indicates that plant-filled rooms contain 50-60 percent fewer airborne moulds and bacteria than rooms without plants).

23. GL shall ensure that all offices have good natural light, to promote health and wellbeing of staff as well as reduce the amount of artificial light required.

### **A paperless office**

24. GL shall halve its paper usage (to be monitored through expenditure on paper) by:

- .
- Sending out and receiving electronic invoices and statements.
- Sending invitations electronically.
- Opting for e-cards.
- Doing electronic banking.
- Using electronic application forms.
- Storing data and disaster recovery electronically.
- Using print preview for layout editing.
- Printing on both sides of paper.
- Only printing pages really needed.
- Editing documents on screen e.g. by using tracked changes.
- Keeping copies of documents on the P Drive rather than on paper.
- Setting printout margin sizes and fonts to minimise paper use.
- Green publishing of monthly newsletters; annual reports and magazines
- Using power point presentations instead of paper.
- Using real mugs, plates and cutlery rather than disposable ones.
- Printing drafts (where necessary) on ruined photocopies as rough paper

### **Water**

25. GL shall reduce wastage of water (as measured through monthly meter readings) through:

- Installing water efficient taps.
- Water efficient washing appliances.
- Install signage with hot-line numbers for leak reporting.
- Requiring that staff immediately communicate significant water losses from broken pipes to the People Team Lead/Finance Manager who must report such losses immediately and ensure that they are repaired within 12 hours.
- Avoid installing ornamental water features and fountains that lose water to evaporation.
- Clearly marking where the master water shut-off valve is located.
- Filling kettles only with as much water as is needed.
- Ensuring that there are never any leaking hose nozzles.

### **Recycling**

26. The following items shall be recycled; other classes of recyclables may be added, if markets develop:

- Aluminium cans
- White copy paper
- Newsprint – newspapers
- Glass products
- Cardboard

27. The following process shall be complied with to ensure recycling:

- Es.
- Staff members are required to put glass, and plastic waste products into the corresponding bins provided. These bins are emptied once a week at the local recycling plant.

### **Waste not, want not**

28. GL shall foster a culture and ethos of savings and care for the environment and its resources through:

- Whenever possible distributing documents to fewer people.
- Minimising waste from catering and leisure facilities i.e. glass, beverage cans, plastics, paper and board packaging and food waste.
- Reducing the use of staples! Saving one staple a day in every office equals tons of metal saved.
- Reducing the purchase of folders, hanging file dividers, packing boxes and other storage items through efficient and effective E storage and back-up systems.
- Collecting and reusing name badges after meetings.
- Re-using paper clips, bull clips drawing pins etc.
- Re-using pad, bags/envelopes, polystyrene.
- Starting ink-toner recycling bin.
- Giving attention to the product durability/life span when shopping for the office
- Buying in bulk to reduce packaging.
- Where appropriate repairing equipment before having it replaced.
- If machinery is creating a lot of waste, checking whether it needs to be repaired or replaced or if it is being used correctly.

### **Electricity and energy conservation**

29. GL has instituted a number of power saving measures including switching off geysers; switching off lights and plugs that are not being used and switching off computers and printers at the end of the day. Staff are required to use power sensibly and to comply with any power saving measures that may from time to time be instituted.

30. GL provides gas heating in winter to save electricity and fans in summer instead of air conditioners in case of excesses in temperature.

31. Staff are required to use energy sensibly and in a way that is considerate of the overall energy load on the premises through:

- Turning off all unnecessary lighting and heaters in offices when not in use or when away from the office for more than one hour.
- Using only energy-saving LED light bulbs in the office.
- All office lights except outside lights switched off every night when the last staff member vacates the premises.
- Ensure external lights are switched off during daylight
- Setting all PCs and office equipment to energy saving modes and ensuring ALL are switched off at night. Turning off computers, printers, copiers and other electrical appliances when departing for the day (the world's computers are responsible for creating more CO<sub>2</sub> than the world's aircraft!)
- Switching off geysers for weekends and annual holidays

32. GL shall, as funds permit:

- Look into renewable energy sources.
- Enhance insulation in ceilings, walls and floors as appropriate.

### **Reducing carbon footprint in transport and travel**

33. To reduce the carbon footprint of Board and staff, GL shall:

- Maintain an open attitude to flexi-time and telecommuting.
- Promote bulk deliveries.

34. Where possible, cut down on car travel by encouraging virtual meeting via Teams and Zoom.

35. With reference to the office car, GL shall:
- a) Drive less and Drive Smart.
  - b) Avoid idling and revving - it hurts engines, wastes petrol, and contributes to global warming and pollution.
  - c) Drive during non-peak hours – this saves a significant amount of fuel during stops.
  - d) Plan travel and pick-ups to ensure group rather than individual travel.
  - e) Pick efficient delivery routing using special routing software.
  - f) Inflating tyres properly – this improves mileage by about 3.3%.
  - g) Keep the car properly serviced.
  - h) Drive with windows closed as this reduces drag on the vehicle.
36. Plant trees around the office premises - trees and other plants absorb carbon dioxide and give off oxygen.
37. Take direct flights and avoid connecting flights wherever possible.

### **Green events**

38. GL shall ensure the greening of all its events in the following ways:
- If travel is involved, share transport to meetings and events where possible.
  - Arrange for group transport if large numbers of individuals shall be attending.
  - When suitable consider video and teleconferencing.
  - Ensuring that promotion and event information are shared through electronic formats and websites.
  - Emailing paper brochures and invitations in PDF formats.
  - Offer online registration and evaluations.
  - Reduce paper folders, binders and programmes by placing info on Power point at the event and distributing bulky documentation on a flash drive.
  - Using eco-friendly folders.
  - Using water pitchers and cordials rather than plastic bottles.
  - Using dry-erase boards or other reusable visual aids.
  - Using eco-friendly venues.
  - Ensuring that conference bags are made from recycled or sustainable materials.
  - Reusable or recyclable signs.
  - Eco-friendly banners.
  - Digital photography.
  - Certificates on non-wood or recycled paper and framed in bamboo.
  - Name badges that are re-used.
  - Making use of re-cycled packing materials and decorations.

### **Green purchasing**

39. GL shall "green" its procurement practices in the following ways:
- When using outside printing services, asking for recycled paper whenever possible.
  - Before purchasing new office furnishings, checking for availability of used furnishings at another office or the Cottages.
  - Being selective when using products with chemicals. Do not order more than can be used before the expiration date or shelf life of the product.
  - Not using aerosol containers. Using refillable pump dispensers, if available.
  - Setting specifications and standards for office purchases.
  - Purchasing:
    - a) Locally manufactured products as they travel lesser distances.
    - b) Paper and cardboard that is high in recycled content.
    - c) Office supplies that are free of hazardous materials.

- d) Cleaning supplies that are non-toxic and in concentrate form.
- e) Non-wood products where possible.

40. GL shall give preference to:

- Bio based products.
- Energy Efficient products.
- Recycled Content products
- Repairable products.
- Recyclable products.

## ANNEX A: MAXIMUM PENALTY GUIDELINE CHART

### CODES:

CT	Consultation
VB	Verbal Warning
WW	Written Warning
2WW	Second Written Warning
FWW	Final Written Warning
DH	Disciplinary Hearing
SD	Summary Dismissal

**Minor Offences:** For which the penalty will normally be verbal warning which can be issued by any supervisor. Repeated minor offences, however, will result a more serious penalty.

**Serious Offences:** For which the penalty will be written warning or final written warning, depending upon the severity of the offence.

**Dismissible Offences:** For which the penalty could be termination of employment with or without notice depending on the seriousness of the offence.

### Note:

1. All disciplinary hearings can lead to dismissal.
2. Each incident is to be dealt with on its own merits; however, consistency must also be maintained when instituting disciplinary action.

Category	No	Nature of offence	1st	2nd	3rd	4th
VERY SERIOUS	1	Deliberate violation of safety rules, causing injury to another person and/or damage to property	DH			
	2	Alcohol/Drugs – in possession of on company premises/on site/under the influence of alcohol/ drugs	DH			
	3	Theft, fraud, falsification of document divulging confidential information, company related bribery	SD			
	4	Sabotage – committing the act and/or assisting in the act, both on company premises or of a client	SD			
	5	Assault – verbal and/or physical	DH			
	6	Assault with intent to cause grievous bodily harm	SD			
	7	Deliberate abuse of company property	DH			
	8	Incitement, intimidation, engaging in undesirable activities	DH			
	9	Refusal to obey legitimate instruction	DH			
	10	Unauthorised possession of dangerous weapons	DH			
	11	Desertion – three consecutive working days without permission, or without good reason	SD			
	12	Fraudulent timekeeping, including clocking in for other employees and/or allowing another employee to clock in on your clock card	DH			
	13	Gross insubordination, serious disrespect, impudence or insolence	DH			

	14	Gross negligence	DH			
	15	Gross incompetence	DH			
	16	Unlawful possession of company property	DH			
	17	Driving company vehicle or operating machinery without permission	DH			
	18	Receiving unauthorised monies and gifts from clients without reporting such	DH			
	19	Incitement of strike etc. without going through the company grievance procedures etc, first	DH			
	20	Being found guilty in any criminal court of an offence that could harm the company's image	DH			
	21	Harming company's image by making negative remarks to clients	DH			
<b>TIME KEEPING</b>	22	Extend, breaks, late arrivals, early departures	WW	2WW	FWW	DH
	23	Unwanted absence from place of work without good reason	WW	2WW	FWW	DH
	24	Failure to clock in or out	WW	2WW	FWW	DH
<b>Category</b>	<b>No</b>	<b>Nature of offence</b>	<b>1st</b>	<b>2nd</b>	<b>3rd</b>	<b>4th</b>
<b>WORK OUTPUT</b>	25	Failure to obey instructions	FWW	DH		
	26	Sleeping on duty	FWW	DH		
	27	Failure to obey safety rules and regulations	FWW	DH		
	28	Disregard of company rules and regulations	FWW	DH		
	29	Horseplay	WW	2WW	FWW	DH
	30	Keeping others from doing their work	FWW	DH		
	31	Poor quality of work, not adhering to work standards	CT	WW	FWW	DH
	32	Non-productive, unsatisfactory work output	CT	WW	FWW	DH
	33	Dereliction of duty, disregard of specifications	FWW	DH		
	34	Creating or contributing to unsanitary poor housekeeping conditions	WW	2WW	FWW	DH
	35	Injury to another through horseplay and/or negligence	DH			
	36	Poor maintenance of vehicles, tools, machinery for which employee is responsible	FWW	DH		
	37	Failure to report damage to machinery, vehicle and/or tools for which one is responsible	FWW	DH		
38	Failure to report injury or accident	FWW	DH			
39	Wilful damage to vehicle, machinery, tools	DH				
<b>ATTITUDE</b>	40	Non-observance of non-smoking areas	WW	FWW	DH	
	41	Littering	WW	FWW	DH	
	42	Failure to keep workstation and surrounding area clean	WW	FWW	DH	
	43	Wasting materials	FWW	DH		
<b>DRIVING OFFENCES</b>	44	Driving under the influence of alcohol	SD			
	45	Transporting members of public without permission	FWW	DH		
	46	Failure to report accident to police and employer respectively	DH			
	47	Wilful and/or malicious damage	DH			
	48	Removing parts or petrol from vehicle for personal gain	SD			

	49	Driving without valid licence	FWW	DH		
	50	Overloading of vehicle	FWW	DH		
	51	Failure to report defect/damage	FWW	DH		
	52	Negligent/reckless driving	FWW	DH		
	53	Excessive speeding	WW	DH		
	54	In possession of company vehicle without permission	DH			
	55	Failure to obey road traffic regulations	FWW	DH		
<b>COMPUTER RELATED</b>	56	Spending time on internet for personal use irrespective of purpose	FWW	DH		
	57	Viewing pornographic material	SD	DH		
	58	Using company email for personal use	FWW	DH		
	59	Downloading any software/emails other than for company use	FWW	DH		
	60	Viewing private and confidential company information without permission	DH			
	61	Copying programs/files/documents etc. belonging to the company other than for company use	SD			