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Guidelines on Gender and Non- discrimination Policies

A close-up portrait of a woman's face, showing her eyes, nose, and mouth. She has dark hair and is looking slightly to the right. The background is dark and out of focus.

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Gender and Non-discrimination Policies

Guidelines for hotlines on establishing and maintaining gender and non-discrimination policies.

The gender and non-discrimination policy guidelines were created with the purpose to support INHOPE member hotlines to promote an inclusive work environment that is free from discrimination and harassment. The guidelines include recommendations on how to establish rules and procedures prohibiting discrimination based on grounds such as gender, sexual orientation, beliefs, disability, race, nationality and ethnicity. This guideline has been developed in alignment with international and regional law.

The presented guidelines are based on recommendations, experiences, and practices of five (5) INHOPE member hotlines from Finland, France, Slovenia, Spain, and Iceland. It is important to keep in mind that this document serves as a guideline and does not contain any mandatory rules that must be followed by member hotlines. Each hotline should have its own internal guidelines in accordance with national law and any agreements with the relevant LEA, following the guidelines in this document.



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Table of Contents

Introduction	3
1. International and regional legislation	4
1.1 International law	4
1.2 Regional law and guidelines	4
2. Hiring and recruitment.....	6
2.1 Inclusive job advertisements and descriptions	7
2.2 Inclusive language.....	7
3. Workplace policies	7
3.1. Equal pay.....	8
3.2. Equal access to opportunities	8
3.3. Promoting work-life balance	9
4. Gender neutrality in hotline analysts' roles	10
4.1 Overcoming misconceptions	10
4.2 Tailored support systems	11
5. Harassment.....	11
5.1 Sexual misconduct.....	12
5.2 Anti-harassment work environment.....	12
6. Handling grievances and disciplinary measures.....	13
7. Monitoring and evaluation.....	13
7.1 Data collection and analysis.....	13
7.2 Training and education	14
Conclusion	14



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Introduction

Fostering a positive and bias-free environment in the workspace is crucial, as is upholding everyone's right to a quality life, self-expression, pursuit of aspirations, and the utilisation of their knowledge and experiences. No differentiation based on gender, sexual orientation, appearance, beliefs, family values, political views, disability, ethnicity, or any other legally protected criteria should be tolerated. All published content, interactions, and organisational endeavours must illustrate these values to create an environment free from discrimination and nurture an environment of equality and respect. Incorporation of these principles safeguards that every individual's contribution is acknowledged. The assurance that everyone is equally valued, protected, and provided with an environment that nurtures productivity and well-being is integral to personal and professional interaction and engagement.

To uphold these standards, gender equality and non-discrimination policies are foundational to the workplace constitution. All hotlines should strive to be equal opportunity employers and guarantee that their decisions to employ are based on objective and relevant criteria. The policies developed to support equality should emphasise strengthening the positive image of employees and avoiding discrimination by seeing everyone as different individuals who should be valued. The work of the organisation should include equality perspectives and encourage a positive attitude to all roles within the organisation. These guidelines are crafted to uphold a discrimination-free environment and support INHOPE member hotlines in formulating their own policies by utilising the provided guidance.



1. International and regional legislation

The following legal instruments should serve as a legal basis, with additional regional guidelines serving as guiding principles for drafting gender and non-discrimination policies to promote and preserve fairness, equality, and dignity for all employees. Member hotlines should consult both their respective national laws and international legal frameworks when formulating and implementing internal gender and non-discrimination policies.

1.1 International law

The commitment to equality is a universally recognised principle embedded in numerous international legislations like the Universal Declaration of Human Rights (UDHR)¹, the United Nations Convention on Elimination of All Forms of Discrimination against Women (CEDAW)² and the International Labour Organisation Conventions³. All of these legal instruments address the importance of upholding the right to gender equality and non-discrimination at workplace. Article 23 of the UDHR stipulates that everyone has the right to favourable conditions of work and protection against unemployment. It further highlights that everyone, without any discrimination, has the right to equal pay for equal work. Article 11 of CEDAW focuses on women's enjoyment of equal rights in the workplace, including the right to work, the right to equal opportunities in employment, the right to equal treatment in areas such as hiring, promotion, and job benefits, the right to equal remuneration, the right to social security benefits, and ensuring safe working conditions for women.

Furthermore, the International Labour Organisation Convention No. 111, ratified by 175 countries, prohibits discrimination on the base of race, colour, sex, religion, political or other opinion, national extraction or social origin. The convention emphasises the importance of implementing policies to ensure equality of opportunity and treatment in employment and occupation, including recruitment, training, promotion, and working conditions. It encourages Member States to enact laws and take measures to eliminate discriminatory practices and promote equal opportunities for all in the labour market.

1.2 Regional law and guidelines

1.2.1 European Union

The European Union (EU) has crafted a set of legal frameworks aimed at eradicating discrimination in several areas such as employment, education, and social protection, focusing on issues related to gender, race, ethnicity, religion, disability, sexual orientation, and age. Among these, the Gender Equality Strategy⁴ highlights efforts to achieve economic independence for all genders, ensure equal pay, combat gender-based violence, increase gender representation in

¹ Universal Declaration of Human Rights. Available at: <https://www.un.org/en/about-us/universal-declaration-of-human-rights>.

² Convention on the Elimination of All Forms of Discrimination against Women. Available at: <https://www.ohchr.org/en/instruments-mechanisms/instruments/convention-elimination-all-forms-discrimination-against-women>.

³ International Labour Conventions. Available at: [ILO Conventions](https://www.ilo.org/conventions).

⁴ The Gender Equality Strategy 2020-2025. Available at: <https://ec.europa.eu/newsroom/just/items/682425/en>



decision-making roles, and promote gender equality initiatives internationally. Key directives include 2000/43/EC⁵ for racial or ethnic equality, demanding equal treatment in employment and combating racial harassment, and Directive 2006/54/EC⁶ for gender equality, emphasizing equal opportunities and treatment in employment and vocational training regardless of gender, while addressing both direct and indirect discrimination.

Furthermore, Directive 2000/78/EC⁷ targets discrimination in employment and occupation beyond gender and racial or ethnic backgrounds, covering sexual preference, identity, religion, belief, age, and disability, promoting a principle of equal treatment. This directive not only mandates non-discrimination but also encourages employers to adopt broader diversity and inclusion policies. These policies should ensure a commitment to equal opportunities, detail a zero-tolerance stance on harassment, offer training to foster equality, and support a flexible working environment. Through these directives, the EU aims to create a more inclusive society where individuals have equal opportunities regardless of their background or personal characteristics.

1.2.2 Association of Southeast Asian Nations (ASEAN)

Though non-binding, the ASEAN Human Rights Declaration⁸ represents the regional commitment to uphold human rights of all persons without discrimination of any kind such as race, gender, age, language, religion, political or other opinion. These rights also refer to the right to work and to enjoy just, decent, and favourable conditions of work, as stated in Principle 6. Additionally, the ASEAN Guideline on Gender Mainstreaming into Labour and Employment Policies Toward Decent Work for All⁹ lays down more detailed guidance for all stakeholders engaged in fostering decent work and gender-responsive employment. This guideline includes suggested principles and instructions to promote gender-responsive employment by preventing gender-based discrimination and encouraging equal opportunities in four key areas: employment promotion, decent working conditions, social and maternity protection and international labour migration. A monitoring and evaluation mechanism including process indicators aligned with international and ASEAN standards is also suggested.

1.2.3 Organization of American States (OAS)

The American Convention on Human Rights¹⁰, ratified by 25 American national states, represents a cornerstone for promoting and safeguarding human rights in the Americas region. Within this framework, the principle of non-discrimination is embedded to ensure the full realisation of the rights of every individual. Specific protection against discrimination targeting minorities and indigenous groups is articulated in the Inter-American Convention against Racism, Racial Discrimination and Related Forms of Intolerance, explicitly prohibiting discrimination based on grounds such as "race,

⁵ Directive 2000/43/EC of 29 June 2000 implementing the principle of equal treatment between persons irrespective of racial or ethnic origin. Available at: <https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=celex%3A32000L0043>

⁶ Directive 2006/54/EC of the European Parliament and of the Council of 5 July 2006 on the implementation of the principle of equal opportunities and equal treatment of men and women in matters of employment and occupation (recast). Available at: <https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=celex%3A32006L0054>

⁷ Directive 2000/78/EC of 27 November 2000 establishing a general framework for equal treatment in employment and occupation. Available at: <https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=celex%3A32000L0078>

⁸ ASEAN Human Rights Declaration. Available at: <https://asean.org/asean-human-rights-declaration/>

⁹ ASEAN Guideline on Gender Mainstreaming into Labour and Employment Policies Towards Decent Work For All. Available at: <https://asean.org/asean-guideline-on-gender-mainstreaming-into-labour-and-employment-policies-towards-decent-work-for-all-2/>

¹⁰ The American Convention on Human Rights. Available at: <https://www.cidh.oas.org/basicos/english/basic3.american%20convention.htm>



colour, lineage, or national or ethnic origin."¹¹ Moreover, the Inter-American Convention against All Forms of Discrimination and Intolerance¹² extends this protection to additional grounds, encompassing sex, language, religion, cultural identity, social origin, or migrant, refugee, repatriate, stateless, or internally displaced status.

While the principle of non-discrimination is inherent in safeguarding all rights under the American Convention on Human Rights, the right to work for all individuals is explicitly protected in Article 6 of the Additional Protocol to the American Convention on Human Rights in the Area of Economic, Social and Cultural Rights (also commonly known as the "Protocol of San Salvador")¹³. Article 7 emphasises that this right should be enjoyed "under just, equitable, and satisfactory conditions".

1.2.4 African Union (AU)

The right to non-discrimination is enshrined in Article 2 of the African Charter on Human and People's Rights¹⁴, with Article 15 emphasising every individual's right to work under equitable and satisfactory conditions, including receiving equal pay for equal work. The Protocol to the African Charter on Human and People's Rights on the Rights of Women in Africa¹⁵ further calls for women's equal opportunities in work and career advancement, as well as other economic opportunities. Article 13 of the protocol addresses various aspects in terms of gender equality such as the equal access to employment of women, equal remuneration, ensuring transparency in recruitment and combatting sexual harassment in the workplace. Additionally, Article 13 states the importance of recognising that both parents bear the responsibility for the upbringing of their children.

In line with the above-mentioned legal instruments, workplace policies of hotlines should be designed to ensure equal protection, fair treatment, and non-discrimination for all employees, irrespective of their background, gender, race, religion, or any other status. Employers should establish policies that support work-life balance, including parental leave policies that promote the equal sharing of caregiving responsibilities between men and women. The detailed discussion of the outlined principles will be presented in paragraphs 2 and 3 below.

2. Hiring and recruitment

The language used for hiring and recruitment processes can shape the candidate pool and influence diversity among candidates. Therefore, these processes are essential in establishing an equitable and inclusive workplace. Employers are

¹¹ Inter-American Convention against Racism, Racial Discrimination and Related Forms of Intolerance. Available at: https://www.oas.org/en/sla/dil/inter_american_treaties_a-68_racism.asp

¹² Inter-American Convention against All Forms of Discrimination and Intolerance. Available at https://www.oas.org/en/sla/dil/inter_american_treaties_A-69_discrimination_intolerance.asp

¹³ Additional Protocol to the American Convention on Human Rights in the Area of Economic, Social and Cultural Rights "Protocol of San Salvador". Available at: <https://www.oas.org/juridico/english/treaties/a-52.html>

¹⁴ African Charter on Human and People's Rights. Available at: <https://au.int/en/treaties/african-charter-human-and-peoples-rights>

¹⁵ Protocol to the African Charter on Human and Peoples' Rights on the Rights of Women in Africa. Available at: <https://au.int/treaties/protocol-african-charter-human-and-peoples-rights-rights-women-africa>



obliged to promote diversity and ensure that every candidate is evaluated based on their skills, qualifications, and abilities. Job advertisements should be strategically placed in gender neutral language to establish accessibility to a diverse pool of applicants. Member hotlines should include in their policy a clarity in job requirements and descriptions that eliminate gender-based language or specifications that could potentially marginalise or disproportionately impact one gender or group. This is especially relevant to countries where language differentiates masculine and feminine forms.

2.1 Inclusive job advertisements and descriptions

A critical aspect of this commitment is the careful crafting of job postings and job descriptions. Both should be inclusive without referencing race, gender, or other prohibited grounds. The language employed should not only be inviting but also neutral, ensuring that no prospective applicant feels excluded.

Tip: Make sure job advertisements are accessible to a diverse pool of applicants on various platforms and media. Job descriptions should be clear, precise, and free from gendered language.

2.2 Inclusive language

The use of inclusive language is an approach to written and oral communication that considers the gender with which employees identify. Inclusive language is advised particularly in official documents and communications. It should also be included in external communications, emails, and social media. Workplace communications, including performance evaluations, should use gender-neutral language. The shift from gender to gender-neutral language represents not only a linguistic adjustment but also a cultural transformation that emphasises the commitment to equality and inclusion.

Tip: During interviews, questions must be thoughtfully tailored to match job requirements without any elements that discriminate based on gender or any other discriminatory characteristic. Applicants should not be asked questions about their age, race, religion, sexual orientation and/or anything that might include a preference of the interviewer.

3. Workplace policies

Employers should ensure that their workplace policies are gender-inclusive and non-discriminatory. Therefore, their policies can include aspects related to dress codes, restrooms, and other facilities accessible to all employees regardless of their gender identity or other conditions. Moreover, within their policies, they can address the importance and strategies related to equal pay, equal access to opportunities, and work-life balance. Employers should verify that their policies related to employee benefits, such as parental leave and training opportunities are gender-neutral and equally accessible to all employees.



3.1. Equal pay

Pay equity remains an underlying aspect of workplace equality. Employers must guarantee that employees of all genders receive equal pay for equal work. Regular reviews of pay practices are therefore important in identifying and addressing any disparities in salaries since compensation must be solely based on merit, skills, and contributions. Employers should conduct regular reviews of their pay practices to identify and address any gender-based pay disparities. Furthermore, transparency in salary allocation is important and the EU legislation encourages employers to improve their transparency on salary payment and review their pay structure¹⁶. The transparency regulations and legislation differ in each Member State, and therefore, the policy should be drafted based on the national requirements of each EU Member States.

Tip: Regularly evaluate pay practices to identify and eliminate any gender-based pay disparities. Ensure that all employees are treated on the basis of the same criteria when it comes to salaries and work-related benefits.

3.2. Equal access to opportunities

Every employee is an invaluable asset with a distinctive set of skills, perspectives, and innovations. Employers bear the responsibility of ensuring that career progression is accessible to all, without gender-based or other discriminatory barriers. From part-time staff to senior executives, every employee should encounter an environment that not only accommodates but actively nurtures their professional aspirations. For instance, training and mentoring programs play a vital role in facilitating professional growth that equips employees with the skills and knowledge needed to climb the professional ladder. These programs should be structured to ensure equal access to opportunities for learning, growth, and advancement, irrespective of gender or any other discriminatory factors.

Tip: Develop, implement, or provide training and mentoring programmes that are accessible to all employees while ensuring that they are tailored to serve the diverse needs and aspirations of the workforce.

A significant challenge that organisations face is the limited representation of women in top leadership positions. A recent report¹⁷ published by the World Economic Forum indicates that the number of women hired for leadership has dropped globally after the COVID-19 pandemic. This issue is exacerbated by systemic obstacles, particularly in promotion criteria that often overlook the special circumstances of women. Existing workplace policies and advancement rules often fail to consider the higher probability of women having a caregiving responsibility. This highlights the need for a more inclusive and accommodating approach to promotion of policies that recognise and address the diverse responsibilities women often

¹⁶ Directive (EU) 2023/970 of the European Parliament and of the Council of 10 May 2023 to strengthen the application of the principle of equal pay for equal work or work of equal value between men and women through pay transparency and enforcement mechanisms (Text with EEA relevance).

¹⁷ Global Gender Gap Report 2023. Available at: [WEF_GGGR_2023.pdf \(weforum.org\)](https://www.weforum.org/reports/global-gender-gap-report-2023).



have to navigate in their professional and personal lives. In order to proactively seek and support diverse candidates for leadership positions, promotion processes should be fair and transparent; and promotion criteria should be explicit, objective, and uniformly applied to all candidates. Discriminatory factors should not influence an employee's career trajectory; instead, an employee's competence and contribution should be the sole determinants. Employers must critically assess existing structures, processes, and practices to identify and remove any barriers that hinder career advancement for specific genders or other protected social groups.

Tip: During interviews, avoid asking about a female candidate's plan for having children in the near future, and do not discriminate against a pregnant woman interviewing for a job, knowingly that she will be taking a maternity leave.

3.3. Promoting work-life balance

Flexible work arrangements serve to bridge the gap between professional commitments and personal responsibilities. They create a work environment where employees have the autonomy to customise their work schedules to fit their specific conditions, be it flexible hours, telecommuting, or job sharing. Such practices not only enhance employee productivity but also contribute to their overall well-being. Employers should recognise that employee well-being is central to organisational success as a balanced and well-supported employee is a productive and innovative force.

The goal of such policies should be centred on creating a balanced environment where professional demands and personal responsibilities coexist harmoniously. Every employee should have the freedom to attend to family needs without fearing negative professional consequences. For instance, parents should have the flexibility to adjust their schedules to meet their children's needs. Accommodating scenarios such as starting work early at 8:00 AM to allow employees to pick up a child from kindergarten at noon should be welcomed and encouraged. This acknowledges that an employee's effectiveness is directly linked to their overall well-being where family plays a significant role. Flexibility at work allows employees to accommodate family responsibilities and acknowledges an individual's diverse existence. While deadlines and projects are crucial for organisational success, their execution and delivery shouldn't compromise an employee's personal or family well-being. Hence, employees' working schedules must align with their professional commitments and personal schedules optimally.

Good to know: Hotlines in Finland, France and Iceland foster a family-friendly environment for their employees with parental responsibilities by offering flexible hours and part-time work opportunities.

Tip: Integrate flexible work arrangements as a core aspect of the organisational structure. This will allow employees to tailor their schedules based on their unique circumstances.



As mentioned in paragraph 3.2, one of the factors that influence women's performance in the labour market is the challenge of reconciling family and work, especially if women have children. Women often find themselves working fewer hours in paid employment and dedicating more time to fulfilling unpaid caregiving responsibilities¹⁸. The disparity in the distribution of caregiving duties further underpins the importance of gender-neutral parental leave policies including maternity leave, paternity leave and caregivers leave. This implies that employers should promote and support paternity leave in their policies to encourage male employees to take responsibility and provide care for their children.

Good to know: *The Finnish hotline presented a case of gender-neutral parental leave policies that enable male employees to take part-time roles to fulfil their parenting duties. Shared responsibility for the household allows equal access and distribution of responsibilities between the partners and advances gender equality in the job market.*

Tip: *Structure parental leave policies to be gender-neutral to offer equal opportunities for both parents to have a leave.*

4. Gender neutrality in hotline analysts' roles

The world is rapidly evolving, and with it, the traditional stereotypes associated with specific job roles are being dismantled. In this context, the idea of attributing specific roles based on gender is not only outdated but undermines the principles of equality and diversity. Despite the complexity and nuances associated with a hotline analyst's role, responsibility for handling sensitive content like Child Sexual Abuse Material (CSAM) should primarily consider an individual's mental resilience, expertise, and professional training rather than gender or any other factors irrelevant to work performance.

Tip: *Assign roles to hotline analysts based on their skills, mental resilience, and professional training, with gender being a non-factor in the decision-making process.*

4.1 Overcoming misconceptions

Managing CSAM is emotionally demanding and requires significant mental strength. This aspect may potentially contribute to discriminatory practices against women during the hiring process for analyst positions. The complexities associated with analysing CSAM reports, especially while pregnant, might raise concerns for certain organisations. It's essential to recognise that the analysis of illegal content poses challenges for personnel regardless of their gender or any other discriminatory indicators. Therefore, the assessment and assignment of such roles should be personalised, irrespective of various discriminating circumstances. Consequently, gender and non-discrimination policies should safeguard that every

¹⁸ Directive (EU) 2019/1158 of the European Parliament and of the Council of 20 June 2019 on work-life balance for parents and carers and repealing Council Directive 2010/18/EU.



analyst is well-suited and supported in managing the emotional and professional challenges associated with the task. That means that all hotline analysts should have equal access to opportunities for skill enhancement, training, and career progression. Each analyst should be nurtured and supported in their professional journey and gender, or other factors should not influence their growth trajectory.

Good to know: *Some hotlines shared their experience of employing pregnant analysts that expressed no challenge in analysing content and continuing the work after the delivery.*

Tip: *Make sure that career development opportunities, training, and skill enhancement programs are accessible to all analysts.*

4.2 Tailored support systems

In the domain of report analysis, particularly when it comes to handling CSAM, the emotional and psychological support systems should be customised to address the individual needs of each analyst. Given the nature of the content, support mechanisms must be in place to safeguard the mental well-being of these analysts. Therefore, available and mandatory training and supporting systems, like Staff Welfare, should be an essential part of hotline policies. These tailored supports guarantee that every analyst, regardless of gender, receives the necessary emotional and psychological assistance. For further details on support system, please refer to INHOPE's [Staff Welfare Best Practice Paper](#).¹⁹

Tip: *Implement personalised support systems to respond to the emotional and psychological needs of each analyst, prioritising their mental well-being.*

5. Harassment

Workplace harassment significantly undermines employee dignity, disrupts productivity, and creates a hostile environment. Examples of harassment may include insulting or demeaning jokes targeting specific racial, ethnic, or gender groups. Additionally, offensive comments, inappropriate jokes or insults based on an individual's race, gender, religion, or other specific characteristics represent verbal harassment. Often, communication platforms like emails, text messages, or social media serve as mediums for transmitting explicit or offensive content and create an unsafe and hostile workplace atmosphere.

¹⁹ INHOPE's Staff Welfare Best Practice Paper is accessible for INHOPE members only. Please log in INHOPE Member's portal to access the document.



All forms of harassment, including sexual harassment, bullying, intimidation, and exploitation are intolerable and must be promptly and effectively addressed. Employers bear the responsibility of ensuring a safe and respectful work environment with zero tolerance toward any form of harassment. In the context of workplace etiquette and respect, it's crucial to identify and address various forms of harassment that can negatively impact individuals or overall organisational culture in the professional setting.

5.1 Sexual misconduct

Sexual misconduct represents a serious breach of respect and dignity within a professional work environment. Sexual harassment, as a common form of sexual misconduct, is any unwanted or unwelcomed sexual behaviour that causes someone to feel offended, humiliated, or intimidated. Sexual harassment is defined by EU Directive 2006/54/EC as “any form of unwanted verbal, non-verbal or physical conduct of a sexual nature occurs, with the purpose or effect of violating the dignity of a person, in particular when creating an intimidating, hostile, degrading, humiliating or offensive environment.”²⁰ It is important to note that sexual harassment is not about mutual attraction or consensual behaviour. Instead, it occurs in situations where the harassed individual might feel their dignity undermined. Sexual harassment can take many forms, from undesirable requests for sexual favours to other verbal or physical conduct of a sexual nature. It remains an issue often underreported due to fear, embarrassment, or a lack of available support systems.

5.2 Anti-harassment work environment

Creating a harassment-free work environment involves the development and communication of a comprehensive anti-harassment policy that clearly defines unacceptable behaviours. This policy should also include disciplinary measures against any form of harassment. Employers need to make sure that all staff is aware of this policy and communicate zero-tolerance for any form of harassment in the workplace. They should inform and educate staff by providing regular training sessions on harassment prevention for all employees. Training should cover what constitutes harassment, how to report incidents, and the consequences for violating the policy. Along with proper anti-harassment training, employers need to establish confidential and accessible reporting mechanisms for employees who experience or witness harassment. This can include multiple channels such as a dedicated hotline, online reporting, or reporting to a supervisor or Human Resources. For further guidance on relevant measures against harassment, refer to paragraphs 6 and 7.

²⁰ Directive 2006/54/EC of the European Parliament and of the Council of 5 July 2006 on the implementation of the principle of equal opportunities and equal treatment of men and women in matters of employment and occupation (recast).



6. Handling grievances and disciplinary measures

Addressing grievances and implementing disciplinary measures are essential components of maintaining equality and non-discrimination. The organisation must establish and improve mechanisms that facilitate the efficient handling of complaints while ensuring fairness and maintaining confidentiality. Each INHOPE member hotline must have an official complaints procedure, outlining how the complaint will be dealt with, by whom and within which time period. This procedure should also have clear explanation of steps the complainant can take if they do not agree with the response/action taken following their complaint.

An accessible and well-defined grievance mechanism must be in place to make sure employees have a clear, confidential, and safe channel to report incidents of harassment, discrimination, or any other misconduct. The grievance procedure should be transparent and user-friendly to encourage employees to come forward with their grievances. Furthermore, the complaint case investigation should be conducted by trained professionals capable of handling sensitive issues with seriousness, sensitivity, and confidentiality to guarantee the complainant protection against revenge or victimisation.

In tandem with the mechanism for handling grievances, a comprehensive set of disciplinary measures must be in place to address incidents of harassment and discrimination effectively. The measures should be outlined in clear terms so that all employees are aware of the consequences associated with violations of workplace policies. These disciplinary actions should correspond to the severity of the misconduct and should be implemented through unbiased investigation. For further details on addressing grievances, please refer to INHOPE's [Guidelines on Complaint Procedure Mechanism](#).

7. Monitoring and evaluation

Maintaining an organisational environment where inclusivity and non-discrimination are actively practiced by every employee requires a proactive approach to monitoring and evaluation of workplace policies. Organisations should regularly assess their practices to ensure the effective implementation of non-discrimination policies, identifying gaps in areas such as salary and promotions. They should also periodically evaluate the impact of existing policies on, for instance, different genders and the employees' roles/positions. Additionally, tracking and evaluating incidents of harassment, discrimination, and steps taken to address them can be used to identify areas where improvements can be made to inform future policy development.

7.1 Data collection and analysis

Central to the monitoring process is data collection and analysis. To evaluate existing policies, data collection should include records on gender diversity, recruitment, promotion, and retention of employees. The collected dataset can then be used to evaluate the disparities of those indicators. Additionally, the dataset of complaints received on discrimination and



harassment should be used to improve the workplace environment. Complaint mechanisms should be promoted to encourage every member of the organisation to contribute to the improvement of workplace culture.

7.2 Training and education

Along with monitoring and evaluation, staff members need to receive proper training on gender equality, non-discrimination, and/or the organisation's code of conduct that includes non-discrimination values. Continuous training should be developed and established to promote a culture that values respect and dignity as foundational principles. Comprehensive and continuous training should be provided to all individuals, particularly for those managing employees. Information about personnel training should be readily accessible across the organisation.

Tip: Implement training and awareness programmes to educate employees about the significance of using respectful and inclusive language with an emphasis to use correct pronouns to stimulate a respectful and inclusive environment.

To develop a proper training module, organising Employee Resource Groups (ERGs) is encouraged. This approach will function as an event where experiences and insights are exchanged and strategies for advancing gender equality and inclusion are formulated and put into action. Every document, from policies to training materials and resources should be easily obtainable for every member of the organisation to keep them well-informed and empowered.

Conclusion

Gender and non-discrimination policies are central to establishing a workplace culture that upholds respect, fairness, and inclusivity. It is the responsibility of employers to ensure that their policies align with these values, and they must take proper actions to address any incidents that go against these values such as harassment or discrimination. Achieving gender equality in the workplace requires an effort by employers to address the various barriers and challenges that employees of different genders may face. By implementing the guidelines outlined above, employers can create a workplace that is inclusive, diverse, and supportive of employees of all genders. This, in turn, can lead to increased productivity, creativity, and innovation, as well as greater job satisfaction and loyalty among employees.