



IVI GENDER POLICY

TABLE OF CONTENTS

1.0	UNDERSTANDING CORE GENDER CONCEPTS	3
2.0	INTRODUCTION	5
3.0	POLICY STATEMENT	6
4.0	GOAL AND OBJECTIVE	8
5.0	GUIDING PRINCIPLES	8
6.0	RESPONSIBILITY FOR THE POLICY	8
7.0	ALIGNMENT WITH OTHER INSTITUTIONAL POLICIES	9
8.0	SCOPE	9
9.0	INSTITUTIONAL TRANSFORMATION	9
10.0	INSTITUTIONAL ACTION TO MAINSTREAM GENDER IN OPERATIONS	10
10-1.	PROGRAMMING.....	10
10-2.	THE PROJECT CYCLE	10
10-3.	RESOURCE ALLOCATION	11
11.0	WORKPLACE GENDER EQUALITY POLICY	11
11-1.	RECRUITMENT AND SELECTION.....	11
11-2.	PROMOTION	12
11-3.	RETENTION.....	12
11-4.	TERMS AND CONDITIONS OF EMPLOYMENT	12
11-5.	BOARD.....	13
11-6.	LEADERSHIP AND ACCOUNTABILITY	13
11-7.	PERFORMANCE MANAGEMENT AND ASSESSMENT	13
11-8.	TRAINING AND DEVELOPMENT	13
11-9.	FLEXIBLE WORKING OPTIONS.....	14
11-10.	SAFE WORKING ENVIRONMENT	14
12.0	BREACHES OF THIS POLICY	15

1.0 UNDERSTANDING CORE GENDER CONCEPTS

The concepts listed below and used throughout the policy are central to gender and development thinking and practice. These definitions are intended to help IVI staff explore some of the key ideas and issues related to promoting gender equality and women and girls' empowerment.

Sex and Gender are sometimes used interchangeably, but have different meanings and implications:

- **Sex** refers to the biological characteristics that define humans as female, male or intersex and is typically assigned at birth.
- **Gender** refers to the roles, norms and behaviors that society considers appropriate for girls and women, boys and men, and people with non-binary gender identities. These are socially constructed, fluid, and vary widely within and across time, societies, cultures, religions, class and ethnicity.

Gender Identity is defined as a personal innermost concept of self as male, female, a blend of both or neither – how individuals perceive themselves and what they call themselves. One's gender identity can be the same or different from their sex assigned at birth.

Sexual Orientation: A person's inherent emotional, romantic or sexual attraction to a partner of a certain gender, or the absence of gender preference in a sexual relationship; one's identity as asexual, bisexual, heterosexual, gay, lesbian, or pansexual.

Gender Binary: A concept or belief that there are only two genders and that one's sex or gender assigned at birth will align with traditional social constructs of masculine and feminine identity, expression and sexuality. A gender binary approach only observes women and men, and often only as heterosexual women and men.

Transgender: denoting or relating to a person whose sense of personal identity and gender does not correspond with their birth sex. It is an umbrella term for people whose gender identity and/or expression is different from cultural expectations based on the sex they were assigned at birth. Being transgender does not imply any specific sexual orientation.

Affirmative action: means positive steps taken to increase the representation of women and minorities in areas of employment, education and culture from which they have been historically excluded. Steps may include preferential selection.

Gender Neutral: relating to people and not especially to sex or gender, e.g., "person".

Gender Blind: the practice of disregarding gender (in analysis of a context/problem, and/or in development interventions) as a significant factor in interactions between people.

Gender-related barriers refer to deep-rooted social and cultural norms and perceptions about the roles and responsibilities of women, men, and persons with non-binary gender identity that create obstacles to equitable access and use of services such as health services and other human rights. Gender-related barriers also affect persons with non-heterosexual orientation.

Gender equity focuses on women and men, boys and girls, and means being fair to all persons regardless of their sex or gender. It is a strategy with a binary focus. To ensure fairness, measures are often needed to compensate for historical and social disadvantages that prevent women and

men, girls and boys from otherwise operating as equals. Equity is a pre-condition for equality and other aspects.

Gender equality refers to equal rights, responsibilities and opportunities of women and men and girls and boys, regardless of their gender identity or sexual orientation. Equality does not mean that men and women will become the same but that women's and men's rights, responsibilities and opportunities will not depend on whether they are born male or female. Gender equality implies that the interests, needs and priorities of both women and men are taken into consideration, recognizing the diversity of different groups of women and men. Gender equality is not a women's issue but should concern and fully engage men as well as women. Equality between women and men is seen both as a human rights issue and as a precondition for, and indicator of, sustainable people-centered development.

Gender mainstreaming is a process of assessing the implications of any planned action for women and men, girls and boys. This means that gender analysis will inform all initiatives by assessing the relative differences in power, roles, resources, norms, needs and interests and their implications of any planned actions, policies or programs for women, men, girls and boys. This approach considers social and economic differences between men and women, and power dynamics, to ensure that proposed policies and programs have intended and fair results for women and men, boys and girls, and considers how actions contribute to gender equality and women's empowerment.

Gender responsiveness refers to outcomes that reflect an understanding of gender roles and inequalities and which make an effort to encourage equal participation, and equal and fair distribution of benefits; gender responsiveness is accomplished through gender analysis and gender inclusiveness.

Gender Analysis is the basis for determining the issues a mainstreaming strategy can and should address and for identifying how the expected results are to be reached.

Gender responsive programming and policies refers to intentionally employing gender considerations to affect the design, implementation and results of programs and policies. Gender-responsive programs and policies reflect girls' and women's realities and needs in components such as site selection, project staff, content, monitoring, etc. Gender-responsiveness means paying attention to the unique needs of female team members and study participants, valuing their perspectives, respecting their experiences, understanding developmental differences between girls and boys, women and men and ultimately empowering girls and women.

Gender-transformative approaches are those that attempt to re-define and change existing gender power relations embedded in societal and cultural roles, norms, attitudes and practices. These interventions tackle the root causes of gender inequity and inequality and reshape unequal power relations. A gender-transformative approach recognizes that women as a group have been historically marginalized by men as a group, within given societies and within societal groups.

Gender-transformative programming and policies refers to programs that transform gender relations to achieve gender equality.

Women and girls' empowerment concerns women gaining power and control over their own lives. It involves awareness-raising, building self-confidence, expansion of choices, increased access to and control over resources and actions to transform the structures and institutions which

reinforce and perpetuate gender discrimination and inequality. The process of empowerment is as important as the goal. Empowerment comes from within; women empower themselves. Empowerment of women cannot be achieved in a vacuum; boys and men must be brought along in the process of change. Empowerment should not be a zero-sum game where gains for women automatically imply losses for men.

2.0 INTRODUCTION

IVI strives to be a center of excellence in global health, dedicated to vaccine research, development, and delivery, and sustainable capacity building. To achieve our vision of a world free of suffering from infectious disease, IVI commits to the equitable availability of vaccines and related disease-prevention programs regardless of sex, gender identity, sexual orientation, race, nationality, age, dis/ability, socio-economic background, marital or domestic partnership status, religion or creed.

IVI acknowledges the current global imbalance of power between women and men, and IVI's own role in improving gender equality. IVI recognizes gender equality as a fundamental human right as well as a foundation for healthy people and societies. To promote and realize the full potential of women and men to live fulfilling lives, IVI's work seeks to empower girls and women, remove gender-related barriers to vaccine access, and mainstream gender in global health programming. IVI is actively taking steps towards adopting a gender-transformative approach in what we do and how we work.

Examples of gender mainstreaming and equality in IVI programming include:

- Incorporating gender analysis in project designs, beginning at the grant-writing phase
- Ensuring IVI's research programs consider prioritizing and expanding access to vaccines for girls and women in low- and middle-income countries
- Ensuring gender representation in study site teams with inclusive participation in policy-making decisions
- Conducting equitable epidemiological studies and clinical trials with gender-sensitive communications between research staff and targeted populations
- Empowering and assisting caregivers to assume active roles in research studies regardless of their gender
- Prioritizing nuanced understandings of how socio-economic and cultural-religious behavior affects how studies are conducted and their outcomes
- Designing and implementing vaccination programs with a gender-sensitive approach to the role of all care- and duty-bearers

With this Gender Policy, IVI underscores the importance of gender equality in achieving the global goal of increasing access to vaccines and health services, as well as in IVI's operations.

Gender mainstreaming enables IVI to address potential gender-based discrimination and foster a safe and fair working environment for all women and men staff members. Gender equality is

necessary for cohesive, productive, and innovative workplaces, and key to IVI’s vision and mission. Gender equality and greater health equity go hand in hand, and IVI is committed to doing its part to accomplish the UN’s Sustainable Development Goal #5: Gender Equality.

<i>OUR VISION</i>	<i>OUR MISSION</i>
Developing countries free of suffering from infectious disease	Discover, develop, and deliver safe, effective, and affordable vaccines for global public health

“Realizing gender equality and the empowerment of women and girls will make a crucial contribution to progress across all the goals and targets. The achievement of full human potential and of sustainable development is not possible if one half of humanity continues to be denied its full human rights and opportunities. Women and girls must enjoy equal access to quality education, economic resources and political participation as well as equal opportunities with men and boys for employment, leadership and decision-making at all levels”

Follow-up of the outcome of the Millennium Summit, UN General Assembly, Sixty-ninth session, August 2015

3.0 POLICY STATEMENT

IVI envisions a world free of suffering from infectious diseases, where safe, effective, and affordable vaccines are readily available to all, regardless of who they are and where they live. This world must be fair, inclusive, and just, which requires gender equality to inform our approach to vaccine research and delivery, global health, and our relationships with each other.

Gender equality is a fundamental human right and a precondition of a healthy society. IVI firmly believes in creating the conditions for all people, particularly the world’s most vulnerable, to live fulfilling, productive lives regardless of their gender identity, sexuality, race, citizenship, age, dis/ability, socio-economic background, marriage or civil partnership status, religion, or creed.

A world safe from vaccine-preventable illness means actively removing gender-related barriers to vaccine development and access. This shift must be reflected in interpersonal relationships, cultural attitudes, national policies, public health research protocols, and within the international community. IVI’s approach to gender equality is global and local, embedded in our project aims and partnerships at sites around the world and how we work at headquarters.

IVI's major research activities include the discovery and development of new vaccines through candidate identification; proof-of-concept studies; lab-scale process and analytical methods development; technology transfer to commercial partners; and support for process scale-up.

With this policy, IVI aims to mainstream gender across our programs and operations with the goal of attaining and promoting gender equality.

Gender mainstreaming across policies, projects, and programs, whilst addressing women's empowerment and confronting gender discrimination, will pave the way for true equality between women and men regarding the opportunities, benefits, and outcomes of all initiatives.

With the objective of progressively promoting a transformative gender perspective and embedding gender responsiveness in all IVI operations, IVI commits to:

- **Setting targets and benchmarks** to ensure a gender perspective informs key decisions and institutional objectives.
- **Developing skillsets of key staff and management** in gender mainstreaming, including analysis, planning and programming, and monitoring, evaluation and learning.
- **Identifying how best to continuously strengthen gender equality across core activities utilizing gender analysis**, including in the discovery, development and delivery of vaccines and capacity-building activities.
- **Establishing suitable strategies for different areas of work**, including the integration of gender equality generally in research and interventions, targeting specific groups or issues through special interventions, and creating dialogue with partners on gender-sensitive issues and aspects.

A transformative gender approach to operations also requires self-reflective initiatives targeting institutional development and the workplace environment. By fostering gender awareness and gender-sensitive practices, management and staff will be better equipped to mainstream gender in IVI's research, projects, and programs.

In the workplace, gender equality is a prerequisite for effective organizational performance and development and promotes results that contribute to achieving IVI's vision and mission. Fundamentally, gender equality shall constitute a key value and objective of all of IVI's work. IVI commits to:

- **Equality and equity:** Promoting equality between women and men, challenging and correcting inequality as part of the broader agenda of achieving IVI's mission. This is reflected in gender-aware communications, including content, language and visual imagery.
- **Gender mainstreaming:** Translating this responsibility into concrete action by making sure a gender equality perspective informs all organizational rules, procedures, systems, mechanisms, and project and program work in IVI.
- **Equal representation and participation of women and men:** Striving for greater gender balance within the structure of IVI, particularly in leadership and management.
- **Equal opportunities and benefits for women and men:** Based on IVI's analysis on existing gender barriers and provided through gender-sensitive measures when pertinent:

demonstrating that sustainable human development cannot be achieved without the full and equal involvement of women and men.

4.0 GOAL AND OBJECTIVE

The over-arching goal of the Gender Policy is to support equity and equality between women and men by removing all forms of discrimination, and integrating their experiences, ideas, rights and issues in all spheres of organizational development, practice and institutional operations. This shall be done through the following objectives:

- Taking concrete steps to ensure gender equality is integrated into all aspects of organizational practice, unlocking the potential of women and men internally and externally.
- Setting clear benchmarks and targets for achieving gender equality institution-wide and in IVI's operations.

5.0 GUIDING PRINCIPLES

The following principles shall be central to every action towards mainstreaming gender equality in IVI:

- Gender equality is a fundamental human right.
- All IVI policies, programs and projects, where possible and relevant, should contribute to gender equality.
- Women's empowerment is central to achieving gender equality.
- Collaboration between women and men is critical to the success of any gender equality efforts.
- Achieving gender equality requires specific measures designed to eliminate gender inequalities, including affirmative action. This applies to internal operations, illustrated in the Section 11.0 Workplace Gender Equality Policy, and through conducting a gender analysis with all IVI programs and projects.
- IVI will strive to be a role model for gender equality in the arena of vaccine research, leading by example through a comprehensive set of gender-sensitive and gender-responsive policies and practices.
- The sex or gender of a person should not inappropriately play a role in the selection of a staff member partaking in, or being restricted from partaking in, a program or project.

6.0 RESPONSIBILITY FOR THE POLICY

IVI's Board has overall responsibility for the effective operation of this policy and for ensuring compliance with the relevant statutory framework prohibiting discrimination in each of its areas of operation. The Director General is responsible, under Board delegation, for the day-to-day implementation of the policy and ensuring its maintenance and review.

The Deputy Director General of Finance and Operations and the Department of Human Resources have responsibility for ensuring that all policies and procedures support the objectives of promoting equality of opportunity and eliminating unfair or unlawful discrimination.

Managers and supervisors are responsible for gender mainstreaming planning, implementation and monitoring of their operations and areas of work as well as setting appropriate standards of behavior, eliminating discrimination, providing equality of opportunity within their teams and for promoting a culture of tolerance and respect.

All IVI employees are responsible for following the gender mainstreaming strategy in their area of work and treating others with dignity and respect.

This policy will be periodically reviewed by the Leadership Team, facilitated by the Human Resources Department and updated accordingly upon approval of the Board.

7.0 ALIGNMENT WITH OTHER INSTITUTIONAL POLICIES

IVI has several internal policies aimed at strengthening its overall corporate strategy. This stand-alone gender policy is a key step in demonstrating commitment to make gender equality issues and concerns a priority. It will also be a catalyst for accelerating the integration of a gender perspective in all spheres of the organization so that it becomes a routine part of IVI's work.

8.0 SCOPE

All IVI staff are IVI ambassadors and expected to adhere to IVI's gender and social inclusiveness values and policies in their work. This policy applies to all IVI staff whether full-time, part-time, temporary or permanent. Additionally, all IVI's partners are expected to contribute to gender equality by adhering to this policy.

The policy can be categorized into:

1. Institutional transformation
2. Institutional action to mainstreaming gender in operations

In cases where the application of the policy conflicts with national legislation, the legislation takes precedence.

9.0 INSTITUTIONAL TRANSFORMATION

A transformative approach to gender implies that all processes contributing to IVI's institutional development should hold gender perspectives with regard to IVI's role as a global health actor, in

addition to gender relations within the organization. IVI's policy and strategy processes and institutional changes will take gender equality into account and be based on a comprehensive gender analysis. Mechanisms enabling participation and influence within policy and operational decision-making will be aligned with a transformative gender approach.

10.0 INSTITUTIONAL ACTION TO MAINSTREAM GENDER IN OPERATIONS

To realize the objectives and overall goal of the Gender Policy, the following steps shall be undertaken in programs and projects:

10-1. PROGRAMMING

All IVI programs must demonstrate gender responsiveness. This means all programs must show evidence of systematic consideration of the differences between the conditions, situations, interests and needs of women and men and the potential impact of the program on their rights of access to opportunities and outcomes in a particular sector. Assessment of gender responsiveness should be supported by tools, for example, a checklist at the preparation and implementation stage.

All Deputy Director Generals shall ensure their units' activities adhere to the IVI Gender Policy.

A designated committee will be formed to review IVI programs and progress on gender and diversity issues, and will make an annual report and recommendation to the Leadership team within a defined timeframe so that questions can be reviewed and prepared for Board's consideration if necessary.

10-2. THE PROJECT CYCLE

The project cycle provides several opportunities to raise and integrate gender equality and promote women's empowerment. These will be routinely utilized within IVI and discussed below.

The Gender Analysis is based on an empowerment perspective and relates to the specific context, issue or problem in focus. This analysis highlights the unequal access to resources, opportunities, and power between and among women, men, girls and boys. Further, the analysis will inform all stages of the project design, from concept through to evaluation. All existing programs and projects shall be reviewed from a gender perspective, ideally based on an intersectional understanding of how barriers and opportunities differ between and within groups of women and men, boys and girls.

A comprehensive Gender Analysis is comprised of the analysis of predominant norms and their effects on women, men, girls and boys, and how these norms intersect with other social variables such as sex, gender identity, sexual orientation, race, nationality, age, dis/ability, socio-economic background, marital or domestic partnership status, religion or creed. The gender analysis informs how social norms influence the impact of IVI's work (including staff, partners, and other key

actors). The key issues at play are how gender roles and responsibilities and women's and men's relative conditions and positions in society impact the focus on research on vaccination and access to vaccination services. The analysis should include both quantitative (statistical) and qualitative (analytical and relative) data and inform the planning of, and the selection of strategies and methods to be used in, programs and projects.

All existing plans shall be reviewed to ensure that gender equality is explicitly recognized as an objective and guiding principle; this policy shall also apply to all new planning processes for external operations and internal development. At every point in IVI's planning cycle, gender equality issues and concerns shall be integrated. Plans shall be approved when this process has been undertaken, which should include clear and measurable indicators of progress.

Monitoring, gathering of lessons learned, and evaluation of programs and projects should ensure that gender aspects are followed-up on, analyzed and used for future interventions.

All directors and heads of unit shall ensure this policy is adhered to.

10-3. RESOURCE ALLOCATION

The budget process, which mirrors the priorities of IVI, is a key management tool for ensuring that gender mainstreaming is taking place. It increases the understanding and uptake of gender issues. This shall facilitate the institutionalization of gender processes at all levels within IVI.

11.0 WORKPLACE GENDER EQUALITY POLICY

11-1. RECRUITMENT AND SELECTION

IVI advertises all open positions on its website and states clearly that it welcomes applications from all sections of the community and encourages women, especially from under-represented countries, to apply.

The job advertisement and job description clearly specify the knowledge, experience and skills required by the applicant. These will be routinely checked by HR to ensure they are non-discriminatory and gender-neutral. Selection for employment will be based on relevant criteria, experience, aptitude, and ability.

Where a woman and a man are equally qualified for a post in a category where there is a gender imbalance due to gender discrimination, the sex that is under-represented will be given priority.

Where feasible, candidate selection will be carried out by more than one person and never by a single-sex panel.

IVI commits to constantly review the recruitment process to eliminate bias, towards achieving gender parity, in its competitive recruitment processes. IVI is committed to taking proactive steps particularly to actively support, coach and change the organizational culture and mindset towards fully embedded gender inclusion, with particular emphasis on managerial positions.

11-2. PROMOTION

IVI seeks to provide staff with opportunities for professional growth and advancement while hiring the best qualified individual for each position. All newly created, or newly vacant positions will be widely advertised internally and accessible to all employees throughout the organization and filled in accordance with the selection procedures and promotion procedures within IVI's Personnel Policies. All staff members who feel that they are qualified for any announced opening are encouraged to apply, especially if the open position represents an opportunity for career advancement.

IVI management supports the advancement of all staff members through:

- Measures ensuring equal opportunity for career advancement and expansion of responsibility, thereby promoting professional development and increasing female staffs' visibility and experience at all levels.
- Monitoring the frequency of promotions for women and men.
- Ensuring managers are trained in promotion, equal employment opportunity, gender equality and diversity strategies.
- Capacity development, mentorship arrangements, participation in conferences, and workshops.

11-3. RETENTION

IVI will in so far as is possible: seek to retain and develop talent in its diverse staff - both men and women; provide equal access to work-life balance practices and benefits as appropriate; provide regular information to employees about benefits and entitlements through the Human Resource Department; and give consideration throughout all industrial relations matters (grievances, disciplinary matters, etc.) to accommodating gender equality.

11-4. TERMS AND CONDITIONS OF EMPLOYMENT

IVI applies a job classification scheme which uses specific criteria to identify jobs of similar complexity and responsibility and to place them within classification bands in order to identify work of equivalent or the same value. These classifications should be gender-sensitive and ensure that terms and conditions are aligned with IVI's gender policy.

Terms and conditions of employment and benefits will be reviewed regularly to ensure that they are available to all employees who should have access to them and that there are no unlawful obstacles to accessing them.

11-5. BOARD

The IVI Board recognizes and embraces the benefits of having a diverse Board and sees increasing diversity at the Board level as an essential element in maintaining a competitive advantage. A truly diverse Board will include and make effective use of differences in the skills, regional and industry experience, background, race, gender and other distinctions between Board Members.

The Board is committed to ensuring gender equality and diligently acting to affect change, including the promotion of diverse representation.

11-6. LEADERSHIP AND ACCOUNTABILITY

IVI strives to be more gender-sensitive in its senior management and governance structures.

The IVI Leadership Team recognizes that IVI has areas for improvement and will highlight the importance of gender equality in IVI's work and the global goal of increasing access to vaccines and health services for all girls, women, boys, men and persons with non-binary identities.

11-7. PERFORMANCE MANAGEMENT AND ASSESSMENT

All regular staff members will have their work performance and contribution evaluated annually. Performance reward and promotion will be based on an assessment of on-the-job performance and contribution to IVI's endeavors. Performance and contribution criteria should be gender-sensitive.

Performance reviews are informed by principles that enhance IVI's move towards an inclusive, collaborative and gender-aware work culture. The basis of the review process is outlined in IVI's Personnel Policies and are equitable and transparent.

IVI's performance management process supports the identification of gender-sensitive professional development needs and opportunities and the identification of career development goals.

11-8. TRAINING AND DEVELOPMENT

IVI provides access to learning and development opportunities to all staff and advertises it widely. All employees will be supported and encouraged to develop their full potential and the talents and resources of the workforce will be fully utilized to maximize the effectiveness of our work. Special capacity-building measures can be applied to address identified gender inequalities and to promote women in leadership positions.

IVI's performance management process includes an annual career discussion for staff with their manager that includes an annual training and development plan. This discussion should include gender-sensitive aspects of work-life balance practices and how and when staff can best participate in learning and development opportunities.

11-9. FLEXIBLE WORKING OPTIONS

IVI provides access to a range of flexible work opportunities to support staff with family responsibilities or other staff whose work can be carried out effectively from home. IVI is aware of social and cultural norms leading to unequal burden of unpaid household and care work between women and men. It is not IVI's responsibility to address this gender inequality. However, IVI will, as far as possible, meet the needs of flexibility, particularly for female staff, to avoid increasing the time conflicts between professional and family responsibilities. Self-discretionary flexible hours break down the ideal worker norm, and allow men and women to feel free to work flexibly.

IVI is committed to fostering and promoting work-life balance.

11-10. SAFE WORKING ENVIRONMENT

IVI is committed to providing a work environment in which all employees are treated with dignity and respect. Per Section 12.00 Discrimination and Harassment (Including Sexual Harassment) in IVI's Personnel Policies, any form of harassment and discrimination, including sexual harassment in the workplace or in connection with the performance of official duties, is a violation of the standards of conduct expected of every staff member. Staff members are advised that discrimination and harassment in any form are unacceptable, will not be tolerated, and may lead to disciplinary action per IVI's Personnel Policies.

Discrimination is broadly defined as any word or conduct, including that constitutes unjust or prejudicial treatment based on a person's gender, religion, disability, age, social status, regional, national or ethnic origin, or physical conditions, i.e., features, marital status, pregnancy or child delivery, race, skin color.

Harassment is defined as behavior consisting of words or actions that cause offense, embarrassment or humiliation to a person on the basis of his or her membership in any of the categories listed above. It includes conduct which interferes with a person's job performance or creates a hostile, intimidating or offensive working environment. Harassment is particularly serious when the offender is an official who is able to influence the career or employment conditions of the victim (including, withholding hiring, assignment, contract renewal, performance evaluation, working conditions or promotion).

Sexual harassment is harassment that may include, but is not limited to unwelcome comments, gestures or other conduct of a sexual nature targeted at a person, including the transmittal or

display of sexually offensive materials, which the person finds personally offensive and that might create an intimidating working environment for the person.

12.0 BREACHES OF THIS POLICY

Staff should use the grievance procedure to make a formal complaint regarding any instance of harassment or discrimination. More information regarding options, and support for employees who feel they are being harassed, are outlined in IVI's Personnel Policies.

Serious breaches of the Gender Policy will constitute gross misconduct and give rise to penalties up to and including dismissal.

Anyone found guilty will be dealt with according to the disciplinary procedures laid down in national legislation.

IVI is committed to protecting staff members from retaliation if and when they report what they reasonably and in good faith believe to be any instance of harassment or discrimination as outlined in this policy.. "Retaliation" or "victimization" refer to any direct or indirect action that might be recommended, threatened or taken to the detriment of a staff member who reported misconduct or who is suspected of doing so. Retaliation against a person reporting breaches of this policy will lead to disciplinary proceedings up to and including dismissal.