

Justice, Equity, Diversity, and Inclusion Policy

Purpose

Water For People believes that it is imperative that we champion a culture and environment of justice, equity, diversity, and inclusion (JEDI) for all employees, board members, volunteers, business partners, and members of the communities we serve. Organizations that implement JEDI throughout all levels create a positive work environment that optimizes our ability to work together and maximizes organizational results, strengthens the quality of the services provided to communities, districts, countries and globally. We recognize that the work of JEDI is a journey and that we can only achieve our mission and strategy if we are unwavering in our JEDI commitment and actions and tailor our approach to the specific cultural and regional differences in the countries in which we operate.

It is important to recognize that each of the elements of JEDI are interrelated and reinforce each other and taken together they create a lens through which we will make decisions and perform our mission. The elements of JEDI have the following meanings:

- **Justice is about awareness of and deconstruction of systemic barriers to resources and opportunities.** At Water For People, we recognize that the existence and impact of socioeconomic and environmental disparities result in deeply engrained barriers that disproportionately harm marginalized individuals and communities. Justice requires that we understand these disparities and barriers and that we take measures to dismantle them in our workplaces and in how we deliver our services.
- **Equity is about creating systems and a culture where everyone has the opportunities and resources they need to thrive.** Water For People acknowledges that advantages and barriers exist for our employees, communities, and people globally. As a result, we don't all start from the same place, nor do we need the same resources or support to succeed. Implementing equity evaluations and actions is a process that begins by acknowledging that unequal starting place and continues by correcting and addressing the real imbalances that exist. Equity in our work is about providing and advocating for access to water, sanitation, and hygiene services for all, including the most vulnerable and marginalized members and communities.
- **Diversity is about welcoming, understanding, and valuing the unique perspectives, experiences, and differences in all of us.** At Water For People, we value and respect individual differences and the dignity and diversity of all people. We seek to increase diversity (in all its richness and as it evolves) at all levels of Water For People because it strengthens our organization and results in better decision making and greater operational impact. We recognize that diversity challenges vary considerably in the countries where we operate and we will understand and address those issues on a country-by-country basis. In

delivering our work, we seek to understand the unique diversity of the communities and countries where we are engaged.

- **Inclusion is about creating a culture and environment where any individual or group can feel welcomed, respected, supported, and valued.** We recognize that marginalized and devalued individuals and groups have not always had their voices or participation welcomed or valued. We believe it is critical that we foster an inclusive and welcoming work culture that embraces differences and respects and values the contributions of all of our employees, board members, community members, partners, and stakeholders. In order to achieve our programmatic goals and strategy, our employees must be able to bring their full, authentic selves to work each day. In the delivery of our work, inclusion is about taking the time to listen and understand the needs of all community members (particularly the most vulnerable) and incorporating their needs and insights into our work. We strive to help develop water, sanitation, and hygiene (WASH) systems and influence for funding and prioritization of sustainable WASH services for all.

Applicability

The Policy applies to all Employees and Agents globally and our board of directors.

Definitions

“Agents” means all individuals, including any director, volunteer or independent contractor, authorized to act on behalf of or in support of Water For People.

“Bullying” means behavior that is offensive, abusive, intimidating, malicious, or insulting. Bullying is abuse of power conducted by an individual or group against others, which makes the recipient(s) feel upset, threatened, humiliated or vulnerable, undermines their self-confidence and may cause them to suffer stress. Examples of bullying include:

- Physical attack or assault or coercive behavior
- Insulting or threatening gestures
- Manipulation of the victim’s reputation by rumor, gossip, ridicule and/or innuendo
- Preventing the victim from speaking by using aggressive and/or obscene language
- Aggressive behavior or shouting
- Unwarranted or disproportionate criticism of an individual’s work performance

“Employees” means all Water For People employees whether full-time, part-time, or temporary.

“Harassment” means unwelcome verbal, visual, physical, or other conduct of any kind that creates an intimidating, offensive or hostile work environment and includes, but is not limited to:

- Sexual harassment
- Offensive language or jokes
- Racial, ethnic, gender or religious slurs
- Degrading comments
- Intimidating or threatening behavior
- Showing hostility towards others because of individual characteristics

“Sexual harassment” means verbal, visual, or physical conduct of a sexual nature that is unwelcome or that makes someone feel uncomfortable including but not limited to:

- Sexual advances, requests for sexual favors, or unwelcome demands for dates
- Sexually oriented jokes, pictures, text, or email messages
- Explicit or degrading comments about appearance
- Display of sexually suggestive pictures or pornography

“Vendors” means all contractors, subcontractors, vendors, suppliers, subrecipients and others with whom Water For People conducts business.

Policy

Our People: Our Justice, Equity, Diversity, and Inclusion (JEDI) Policy (Policy) starts with our people. At Water For People, we know that leveraging diverse backgrounds, cultures, and perspectives leads to optimal performance and success in achieving our mission, vision, and strategy. This enables everyone at Water For People to achieve their full potential while living our values and helps Water For People to reach its full potential. At Water For People, a JEDI-centered workplace and impact model is one where all Employees feel valued, respected, and heard.

Water For People Commitments

People, Leadership and Organizational Structure

- Increasing the diversity of the organization at all levels (board, leadership, managers and staff) by taking actions to attract and create diverse slates of candidates and to retain that talent. We base employment decisions on merit, qualifications, performance, achievements, and the value diverse backgrounds and perspectives bring to the organization.

Policy, Governance and Systems

- Instituting a standard board agenda item on JEDI.
- Developing a system for being more intentional and conscious of bias and mitigating potential unconscious bias in employment decisions and talent practices (including hiring, performance, development, promotion, compensation and terminations).
- Striving to identify and eliminate obstacles and mitigate societal systemic barriers experienced by underrepresented groups so everyone has the opportunity to be successful.

Organizational Culture

- Ensuring that employment-related decisions are free from discrimination; We provide equal opportunity for employment and advancement in all of our departments and in all of our countries irrespective of race, ethnicity, ancestry, tribal affiliation, age, gender, sexual orientation, gender identity, religion, veteran status, disability, socioeconomic class, educational attainment, pregnancy, parental status (including breastfeeding needs), genetic information, political affiliation, or other social identities.
- Implementing and maintaining organizational transformation committees that identify the unique JEDI challenges in our regions and inform our actions and responses to those challenges.

- Appreciating that diversity does not mean the same thing in all the countries where we operate and that approaches to JEDI need to be tailored to the unique cultures, history, and dynamic of each of the countries in which we operate.
- Supporting and strengthening the communities we work in by hiring local talent who in turn increase the organization's ability to understand and represent the interests of the communities.
- Providing reasonable accommodations for otherwise qualified individuals with a disability and to those with needs related to their religious observance or practices in recognition of personal religious expression. What constitutes a reasonable accommodation depends on the facts and circumstances and will be addressed on a case-by-case basis.
- Continuously improving our definitions about what it takes to be a strong leader at our organization, and who is well-positioned to provide leadership as we grow in our understanding of JEDI principles and practices.
- Allowing all of us to work in an environment free from the demoralizing effects of harassment or unwelcome offensive or improper conduct. Water For People will not tolerate harassment, sexual harassment, bullying or conduct that could lead or contribute to harassment of Employees by managers, board members, or co-workers. We seek to protect Employees from harassment or bullying by non-employees in the workplace. To that end, Water For People provides its Employees with a convenient and reliable method (via Water For People's Ethics Point hotline) for reporting incidents of harassment, including sexual harassment, and ensures that Employees who raises an issue that they reasonably believe is a concern will not face retaliation.

Accountability

- Creating and tracking progress on a JEDI Implementation Plan.
- Generating and sharing information (internally and externally) relating to our board, senior management, and workforce and progress on actions relating to JEDI to create measurable benchmarks to track progress.
- Including JEDI questions in employee engagement surveys.

Communication and Transparency

- Taking measures to provide greater transparency regarding compensation and benefits for all our Employees.
- While we work in different countries around the world, we strive for relative equity in total compensation (including benefits and cost of living differences) among our Employees.

Learning and Training

- Developing and presenting learning sessions on JEDI tailored to specific regional needs and contexts to increase internal awareness as well as training, and resources for those involved in the hiring process and in managing Employees.
- Providing professional development opportunities for all employees and implementing a learning management system (LMS) to support a more accessible learning environment that accommodates the different professional development goals of our Employees and for succession planning purposes.

Employee Responsibility

JEDI is every Employee's responsibility around the globe. Living and working with a JEDI mindset and approach requires purposeful action every day to advance our culture of belonging where open hearts and minds combine to unleash the potential of our Employees in all the countries where we operate.

Every Employee is responsible for:

- Treating other Employees, Agents, board members, community members, business partners, volunteers, stakeholders, and government officials with dignity and respect;
- Creating an inclusive environment that is free from discrimination, harassment, and bullying;
- Enhancing their awareness of potential unconscious bias and how that might hinder their ability to be more inclusive and collaborative with one another; and
- Focusing on conscious inclusion to be more intentional with their actions to drive diversity, equity, and belonging.
- Questioning and challenging their own beliefs and biases to continuously learn to be more accepting and inclusive of others.

Manager Responsibility

Water For People is committed to providing informed, authentic people leaders who lead with respect and tolerance and providing managers with training and skills they need to lead inclusively. We ensure Managers at all levels at Water For People are accountable for the equitable development, mentoring, support, and advancement of our people. Water For People will recognize and reward inclusive behaviors and such behaviors will play a key role in promotion decisions and leadership appointments.

Water For People expects our managers to:

- Consistently display inclusive leadership behaviors by valuing all perspectives and listening to diverse points of view;
- Role model inclusive and respectful behavior in the work environment and all work-related activities;
- Encourage employees to collaborate, make suggestions, and to respect and listen to diverse opinions;
- Promote a positive work environment where Employees can comfortably raise concerns to their managers;
- Cultivate a culture that inspires respect for all Employees, board members, community members, government officials and employees, and Vendors and others in the work environment; and
- Report behavior inconsistent with this Policy.

Communities in which we work:

Performing our work consistent with our JEDI values is core to who we are and how we achieve our mission. Water For People is committed to implementing its programs consistent with the [Water For People WASH Equity and Inclusion Guidance Document](#), which seeks to encourage integration of equity and inclusion within Water For People's programs. By understanding reasons people are unable to access basic water, sanitation and hygiene, defining and prioritizing vulnerable and excluded groups, reviewing current efforts to reach priority groups, incorporating voices of priority

groups and identifying approaches and investments so as to leave no one behind, our work can be more equitable and inclusive.

Volunteers and Vendors:

Water For People expects that our volunteers and Vendors will behave in accordance with our JEDI values and requires volunteers to comply with the [Volunteer Code of Conduct](#) and Vendors to comply with the [Vendor Code of Conduct](#). Water For People is committed to having our Employees treat our volunteers and Vendors with dignity and to create a culture of respect.

Employees, Agents, or Vendors having knowledge or suspicion of violations of this Policy must report them immediately to a supervisor or Water For People's [Director of Talent Management](#), a member of the [Talent Team](#), [Chief Administrative Officer](#), or, alternatively, via [Water For People's EthicsPoint hotline](#).

A Water For People Employee will not be discharged, demoted, or otherwise discriminated against as a reprisal for reporting any suspicions or disclosing any information "that the employee reasonably believes" is evidence of breach of this Policy. As stated in [Water For People's Code of Conduct](#), any reprisal, threats, retribution or retaliation against any person who has reported, in good faith, suspected wrongdoing, or who is assisting in any investigation or process with respect to such a violation, is strictly prohibited.

Any breach or violations of this Policy will result in disciplinary action up to, and including, termination.

Questions and Interpretations

Questions regarding this Policy should be directed to your manager or a member of the Talent Team at hr@waterforpeople.org.

Related Documents

[Water For People Code of Conduct](#)

[Water For People Vendor Code of Conduct](#)

[Water For People Volunteer Code of Conduct](#)

[Water For People WASH Equity and Inclusion Guidance](#)