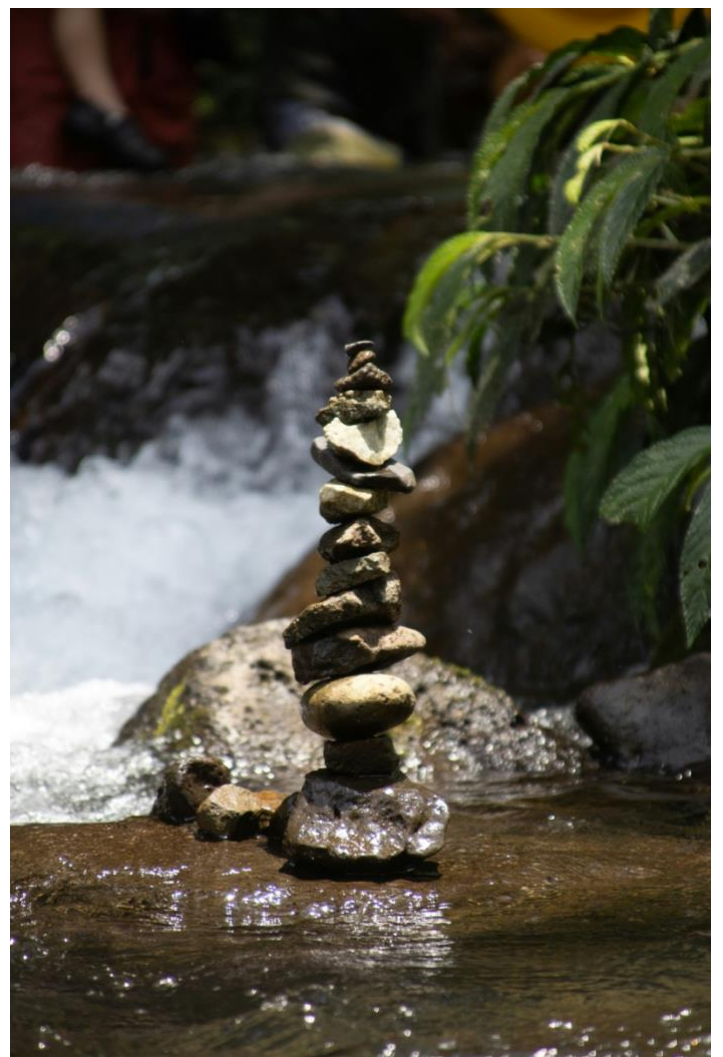


**Scaled Impact
Gender Equity Plan
2026**



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1. Purpose and scope

This Gender Equity Plan sets out how Scaled Impact NPC will promote fair and equal treatment of all staff, in line with the Constitution, the Employment Equity Act (EEA), the Basic Conditions of Employment Act (BCEA) and the Code of Good Practice on the Prevention and Elimination of Harassment in the Workplace.

It applies to all employees, directors (executive and non-executive), managers, associates, interns, volunteers and long-term consultants.

2. Leadership commitment

The Scaled Impact Directors, commit to undertaking all efforts to create a workplace free from unfair discrimination, harassment and victimisation on any ground, including sex, gender, pregnancy, marital status, sexual orientation and gender identity.

This plan is approved by the Board, signed by all Directors, and made available to all staff (on the Scaled Impact sharepoint).

3. Roles and responsibilities

The **Directors** take overall accountability for implementing this plan. And will ensure organisational decisions support gender equity and comply with labour law.

The **CFO** ensures budgeting, remuneration, and any benefits are applied fairly and transparently. The CFO will also support annual pay-equity checks and reporting to the Board. Will act as an **independent contact** point for staff who do not feel comfortable raising issues internally.

The **Non-Executive Director** will provide independent oversight of culture, fairness, and handling of serious complaints.

A **Gender Equity Champion** will keep track of simple data, remind the team of commitments, help to coordinate training and annual reviews.

Managers will apply this plan in line management decisions (work allocation, performance, leave, flexibility). They should address inappropriate behaviour early and support staff to raise concerns safely.

All staff including interns will treat colleagues with dignity and respect. Not discriminate or harass others. Report concerns early and cooperate in resolving them.

4. Work–life balance and culture

The Scaled Impact organizational and work-life balance goal: A respectful, flexible, family-friendly workplace that complies with the Basic Conditions of Employment Act, South Africa (BCEA).

Our commitments:

- Follow the BCEA on working hours, overtime, leave and public holidays, and avoid unreasonable expectations outside normal working hours.
- Where roles allow, agree on flexible work arrangements (remote work, flexible start/finish times) to support caregiving, safety and wellbeing.
- Executive Directors and Managers hold regular check-ins with Associates and other team members to discuss workload, stress and support needs.
- Any behaviour that is bullying, humiliating or undermining is addressed promptly by the relevant Manager or Director.
- Annual check-ins will be conducted by a Director and/or the Gender Equity Champion. These will be conducted confidentially either in survey format or one-on-one.

5. Recruitment and pay

The Scaled Impact recruitment and pay goal: Fair hiring and pay practices, aligned with the EEA and the BCEA.

a. Recruitment

When recruiting, job adverts will use neutral language and clearly state that Scaled Impact welcomes applications from all genders and does not discriminate on any unlawful grounds.

A simple written scoring guide for shortlisting and interviews is used, focusing on skills and experience.

Where possible, interview panels include at least two people, ideally with gender and race diversity (e.g. one Director plus a Manager or the CFO). Basic reasons for selection decisions are recorded (why the successful candidate was chosen).

b. Pay and progression

The CFO, together with one Director, ensures that people doing similar work are paid fairly and consistently, regardless of gender or other protected characteristics.

Any increases or promotions are based on clear reasons (responsibilities, performance, experience) that are communicated to the staff member.

6. Training and awareness

This should facilitate understanding by all team members about their rights and duties around equality, dignity and harassment.

Training activity:

- a. During induction, every new Director, Manager, Associate, or other staff member is taken through:
 - this Gender Equity Plan,
 - the Code of Conduct,
 - the Harassment / Sexual Harassment reporting procedure,
 - how to raise a concern (internally and to the CFO).

- b. At least once a year, the whole team spends 1–2 hours on:
 - a short session on fairness, unconscious bias and respectful communication,
 - what harassment and sexual harassment mean under South African law,
 - reminders of reporting channels and non-retaliation.

The Gender Equity Champion keeps a simple record of attendance.

7. Harassment, sexual harassment and gender-based violence

Scaled Impact aims to be a workplace free from harassment and GBV, following the Code of Good Practice on the Prevention and Elimination of Harassment in the Workplace.

Scaled impact takes a Zero tolerance approach to harassment and sexual harassment.

The following forms of harassment and sexual harassment are not allowed in any form: verbal, physical, written, online, or through gestures or images. This applies in the office, online communication, and at any work-related meetings, events or travel.

A staff member who experiences or witnesses harassment or sexual harassment can report any incidences to a Director, the Gender Equity Champion or the CFO (as an independent option).

Reports can be verbal or written, and staff may request to speak to someone of a particular gender where possible.

The person receiving the report will listen and record the essential facts, explains informal and formal options, ensure no victimisation or retaliation occurs.

Where appropriate, the Directors may involve external support (e.g. counselling, legal advice, a facilitation service), especially in serious GBV cases.

Outcomes and sanctions will follow fair procedure and the Labour Relations Act, and may range from warnings and training to termination of employment or ending a contract.

8. Simple data and monitoring

Scaled Impact will record and keep basic information to check on a continuous alignment with the plan. With two-yearly evaluations of the plan.

Once a year, the CFO, one Director and the Gender Equity Champion will evaluate progress by:

- Counting how many people there are in each category (Executive Directors, CFO, Non-Executive Director, Managers, Associates, other staff) by gender.
- Reviewing recruitment processes according the gender of applicants in relation to the gender of applicants who were hired.
- Review pay across categories to check if there are unjustified discrepancies between different genders in similar roles.
- Any harassment or discrimination complaints (without names) and whether they were resolved should be recorded.
- A concise report should be developed and shared with the board and the team. Improvements for the following year should be discussed and agreed upon.

9. Review

This plan is reviewed every two years with all Directors and Managers. Any changes in South African labour law, or issues that arise in practice, will be built into an updated version. The updated plan is again approved by the Board and signed by all Directors.