



Human Resources Policy

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World Animal Protection is a global organisation which comprises affiliated entities working together in support of an agreed global strategy and bound through collaboration agreements to adhere to a set of corporate policies which reflect our principles and values.

I. Scope

1. All World Animal Protection staff, volunteers (which term includes board members) and contractual third parties.
2. All World Animal Protection entities.

II. Policy

The Human Resources Policy aims to ensure that World Animal Protection has a body of staff who are equipped and motivated to help the organisation meet our strategic objectives efficiently and effectively. This means that they should be suitably skilled, valued, supported and empowered. Staff will be clear about what is expected of them and what they can expect from the organisation. The policy will help them to develop a shared global culture but also to be sensitive to cultural differences, and able to recognise the value of their part in delivering our global strategy. The policy is designed to enable compliance with relevant legislation in all countries in which we have offices, and should be read in conjunction with all other World Animal Protection global policies.

Our culture

1. Values and behaviours

- 1.1. World Animal Protection will promote a global culture to support the delivery of the global strategy.
- 1.2. World Animal Protection aims to demonstrate equity and fairness, transparency, professionalism, a spirit of collaboration and a sense of cultural attunement.
- 1.3. World Animal Protection seeks to be a learning organisation.

2. Equal opportunities

- 2.1. World Animal Protection will provide equal access to jobs, training and other benefits and will not discriminate on the grounds of gender, marital status, age, race, nationality, sexual orientation, religion and disability.

3. Disciplinary and grievance

- 3.1. All offices must have detailed and clear disciplinary and grievance procedures and will apply a fair process thoroughly, promptly and consistently to all staff.
- 3.2. World Animal Protection will not dismiss an employee unfairly or discriminate against them.
- 3.3. World Animal Protection will dismiss staff in cases where gross misconduct has been established after due process.
- 3.4. World Animal Protection aims to resolve grievances raised by staff informally in a timely manner, and encourages managers to refer issues to HR for guidance at an early stage. In the event that a grievance cannot be resolved informally, a fair formal process will be followed.

4. Whistle-blowing

- 4.1. World Animal Protection is committed to the highest standards of accountability, honesty and integrity.
- 4.2. Staff have a responsibility to raise serious concerns about malpractice in World Animal Protection, at all times acting in good faith.
- 4.3. Whistle-blowers will be protected from victimisation, harassment and recrimination.
- 4.4. World Animal Protection has in place a formal procedure which enables concerns to be raised and which reflects this commitment.

Employment with World Animal Protection

5. Recruitment

- 5.1. World Animal Protection aims to attract and retain high-performing staff.
- 5.2. Staff will only be recruited into posts that have been approved as part of the formal budgeting process or in accordance with World Animal Protection delegated authorities.
- 5.3. Vacancies will always be advertised internally across the whole of World Animal Protection. They will be advertised externally as appropriate.
- 5.4. Candidates will be appointed on the basis of an objective assessment against a person specification and job description and in compliance with local law and practice. Recruiters will be encouraged to provide feedback to internal candidates.
- 5.5. All employees must have the legal right to work in the country in which they are employed.

6. Terms of employment

- 6.1. Staff should have a job description which should be kept up to date to reflect the roles and responsibilities of the individual.
- 6.2. All new staff will be subject to a six-month probationary period where local law allows.
- 6.3. All intellectual property created by a member of staff in the fulfilment of their employment with World Animal Protection will be the property of the organisation.
- 6.4. All contracts of employment will contain appropriate clauses designed to prevent former employees from enticing contacts, members of staff, supporters, partners and clients to leave World Animal Protection.
- 6.5. Appropriate periods of notice will be given by World Animal Protection or the member of staff, as appropriate.

7. Induction

- 7.1. All members of staff who are new to the organisation, new to an office or new to their role will receive an appropriate induction based on written procedures, to ensure that they receive the right type and amount of information they need to do their job and understand the objectives of their role and of World Animal Protection.

8. Changing organisational requirements

- 8.1. World Animal Protection may occasionally need to redeploy staff, including to another World Animal Protection office; or release staff, to meet changing organisational requirements, for example to address skills needs. Offices must have in place procedures which ensure that such changes are carried out responsibly, and which protect both the rights of staff and the reputation of the organisation.

9. Global mobility

- 9.1. Staff may, with appropriate approval, be relocated to another World Animal Protection office to meet their personal development needs.
- 9.2. All local laws relating to immigration and taxation will be complied with fully, and any reasonable additional costs incurred will be met by World Animal Protection.
- 9.3. Staff who are contracted by one office but who are normally based and carry out their work in another country should generally follow the procedures of the contracting office, unless it is contrary to relevant local law, or otherwise not reasonable, to do so.

10. HR records

- 10.1. World Animal Protection will maintain accurate and up-to-date information about its staff, including any statutory information required.
- 10.2. Offices must process the personal information of their staff, consultants, board members and volunteers in line with the global data protection policy and with local legislation.
- 10.3. Staff may have access to their own records in accordance with local law.

Our duty of care

11. Health and safety

11.1. World Animal Protection offices must have in place appropriate measures and procedures to maintain the health and safety of all their staff, consultants, board members and volunteers while on World Animal Protection business, wherever that business may be being carried out.

12. Dignity at work

12.1. Staff and volunteers will treat each other with dignity, courtesy, fairness and respect and no-one will feel threatened or intimidated for any reason in relation to their work at World Animal Protection.

12.2. Bullying and harassment will not be tolerated at World Animal Protection, and, if either of such actions is substantiated, it will be treated as gross misconduct. Cases will be handled in accordance with this policy and with local disciplinary procedures.

Staff benefits

13. Remuneration

13.1. Staff remuneration packages (including salaries, pension, health and other benefits) aim to be set in line within the median to upper quartile range for the local market and where possible the local NGO market.

13.2. Salaries will be benchmarked against local market conditions at appropriate intervals. World Animal Protection will not discriminate on the grounds of any factor covered by the Equal Opportunities section of this policy when setting or reviewing salaries.

13.3. All salaries will be adjusted annually, where this is affordable, in order to take into account changing market and economic conditions; and will comply with local law, practice and union agreements as applicable.

14. Leave

14.1. Staff will be entitled to leave in accordance with local law and practice - this may include public holidays, annual leave, sick leave, maternity and paternity leave and compassionate leave.

14.2. Annual leave can only be taken when approved by the line manager and where work and operational requirements permit.

15. Flexible working

15.1. Flexible working requests can be made by staff to alter their working pattern to fit their personal circumstances.

15.2. Requests will be considered in line with local law and may be approved after both the employee's needs and World Animal Protection's operational requirements have been taken into account. The employee will be fully consulted.

15.3. Such changes in working patterns will usually be on the basis of a three-month trial.

15.4. Flexible working arrangements may be changed, in consultation with the member of staff, to meet the changing needs of the organisation, unless they are contractual entitlements, and all arrangements must be compatible with health and safety guidelines, local law and practice.

16. Time off in lieu (T.O.I.L.)

16.1. T.O.I.L. may be taken, with the advance approval of the line manager, in circumstances where the employee is required to travel or work outside normal hours.

Staff obligations and our reputation

17. Representing World Animal Protection

17.1. World Animal Protection requires the highest standards from staff, board members and other volunteers, both in their performance at work and general conduct. They are required to conduct their personal and professional life in a way which does not adversely affect the organisation's standing and reputation.

18. Confidentiality

18.1. Staff, consultants, board members and other volunteers have a responsibility to uphold all confidentiality requirements associated with their employment or working relationship with World Animal Protection. In this respect, confidentiality covers such matters as knowledge of World Animal Protection business, clients, business contacts, supporters and procedures. This applies not only during the course of their employment but also after they have left the organisation or their working relationship with the organisation has ceased.

19. Social networking and media

19.1. World Animal Protection respects an employee's right to a private life. However, we must also ensure that confidentiality and our reputation are protected. We therefore require employees using social networking websites or engaging with the media in a personal capacity to:

19.1.1. avoid causing any perception that they are speaking for or representing World Animal Protection

19.1.2. ensure that they do not conduct themselves in a way that is detrimental to World Animal Protection; and

19.1.3. take care not to allow their interaction on these websites to damage working relationships between members of staff and World Animal Protection stakeholders.

20. Food

- 20.1. Food purchased for World Animal Protection events must be humanely produced, meaning either vegetarian, vegan or meat/fish/eggs from a humane source.
- 20.2. Where staff reclaim the cost of food purchased for their own subsistence, it should where possible and practical be either vegetarian, vegan or meat/fish/eggs from a humane source.
- 20.3. Staff should be mindful of the impact on the reputation and perception of World Animal Protection of their food choices at public events or when representing the organisation.

21. Equipment

- 21.1. World Animal Protection will keep a record of all equipment issued to staff.
- 21.2. Staff will take reasonable care of equipment issued to them and upon leaving employment with World Animal Protection will return it in good condition, allowing for fair wear and tear.
- 21.3. If items of equipment are lost or damaged through an employee's negligence, World Animal Protection reserves the right to reclaim from them any costs it may incur as a result.

Organisational development

22. Learning and personal development

- 22.1. Learning, training and development initiatives will be undertaken to implement an agreed personal development plan in order to increase the capacity of the individual to be more effective in their role. These will be subject to the agreement of the line manager and to the budget and delegated authorities.
- 22.2. The value of each initiative should be assessed to determine whether the desired objectives have been met.

23. Performance and capability

- 23.1. Staff will take part in a formal annual appraisal process with their line manager, to review the past year's performance and to set constructive objectives for the next year. This process is to be completed promptly within the prescribed time frame.
- 23.2. Staff will have continuing dialogue with their line manager to review progress against those objectives and the job specification.
- 23.3. Performance reviews will also take account of behaviours and the way in which objectives are achieved.
- 23.4. Where performance is unsatisfactory a clear action plan will be agreed. Managers are encouraged to consult HR at an early stage in the event of concerns arising.
- 23.5. Continued unsatisfactory performance may result in dismissal after a fair capability process has been followed which is consistently applied and is in accordance with local law and practice.

24. Staff engagement

- 24.1. World Animal Protection will actively encourage and develop initiatives to support accountability, transparency and staff participation in the organisation's development.

Other stakeholders

25. Engagement of consultants

- 25.1. Consultants may only be recruited after due consideration of alternative arrangements. This consideration should include factors such as existing staff capacity, personal development opportunities, project time-frames and value for money.
- 25.2. Consultants must be engaged only following appropriate and transparent recruitment in line with World Animal Protection's procurement procedures.
- 25.3. Consultancy contracts must contain a clause which obliges the consultant to observe World Animal Protection's global policies and applicable procedures.
- 25.4. To the extent that local law allows, working practices must ensure that no employment relationship can be considered to exist between the consultant and World Animal Protection.

26. Volunteers

- 26.1. World Animal Protection selectively accepts offers from supporters to donate their time as volunteers, principally, but not exclusively, in areas such as fundraising, events and basic office work.
- 26.2. World Animal Protection may make reasonable and appropriate contributions to volunteers' expenses.
- 26.3. World Animal Protection will manage volunteers fairly and in line with local law and good practice, so that they have a positive experience which benefits both parties.
- 26.4. To the extent that local law and practice allow, arrangements with volunteers must be established to ensure that no employment relationship exists.