

Terms of Reference for Independent Investigation of Workplace Concerns at Women Deliver

The Women Deliver Board of Directors is aware of and deeply concerned about the experiences shared by former and current employees of the organization. We are also aware of the concerns and demands that have been voiced by a number of Women Deliver Young Leaders.

The Board takes this situation very seriously. It condemns all forms of racial injustice and discrimination.

As the governance body of Women Deliver, fully understanding our role and responsibilities, the Board of Directors of Women Deliver has therefore commissioned an independent investigation into the range of issues and the specific allegations regarding leadership and management practices that have been raised.

Through the investigation, it is the aim of the Board of Directors to contribute to ensuring that Women Deliver is a workplace in which all staff feel equitably included, heard, respected and able to contribute to their fullest extent, and with which Women Deliver Young Leaders and partners can feel rightfully proud to be associated.

The scope of the investigation will focus on the specific allegations and what they reveal about current workplace culture and levels of trust in the organization. It will provide recommendations aimed at ensuring workplace culture and practices are consistent with Women Deliver's values and purpose.

The investigation will be fully independent. All members of the investigation team will be experts in their fields, and external to the organization. A sub-committee of the Board will provide a link to the full Board of Directors.

The investigation will be conducted by Cader Adams LLP, a law firm with expertise and experience in conducting similar investigations for non-profit organizations. The final report will express the independent opinion and conclusions of Cader Adams LLP, based on the firm's findings during the course of its investigation of Women Deliver's culture and practices.

The investigation team will ensure that people communicating their experiences or views will be listened to attentively, respectfully and with compassion.

The role of the Board sub-committee is:

- To receive periodic reports on progress.
- To ensure that any logistical issues can be speedily resolved.

- To be advised by the investigation team of issues that may require an immediate response in order to ensure the investigation is conducted most effectively and expeditiously.
- To assist the investigation team in understanding the history and purpose of the organization, including by sharing a recently completed report on Women Deliver's Diversity, Equity and Inclusion.
- To share the outcomes of the investigation with the full Board of Directors and with Women Deliver Staff and Management.

The outcomes of the independent investigation will inform the decisions of the Board moving forward. These decisions will be made public in accordance with the principles of transparency, accountability, and fairness to which the Board adheres.

June 30, 2020.