

Engender DESF Revised Application

Q. 2.4 Please tell us about the activity you would like funded and how it will contribute to Equally Safe. Please clearly distinguish between which partners will be leading or delivering on different activity.

R. Equally Safe commits Scotland to the prevention and eradication of men's violence against women. It takes a primary prevention approach, and its priorities include seeing that 'Scottish society embraces equality' and 'Women and girls thrive as equal citizens – socially, culturally, economically and politically'. Women's unequal access to safety, power and decision-making, and resources drives men's violence. Public policy and legislation can both create a context that is hostile to men's violence instead of enabling of it, but policymakers need to know how this can be achieved.

In this project Engender will work with Scottish Women's Aid and Rape Crisis Scotland. We will create an evidence-base for translating primary prevention from an ambition into meaningful and specific change in non-justice policy domains. We will create a credible theory of change for how we will take use a primary prevention approach to eradicate men's violence against women in Scotland.

To do this, we will deliver four key workstreams:

1. We will analyse all of the available evidence about primary prevention of different forms of men's violence. This will include forming an expert group on primary prevention, an evidence review of drivers and enablers of men's violence and international approaches to primary prevention, and evidence-gathering from policymakers with domain-specific knowledge. We will look at policy areas from within transport, social security and income, health, planning and public space, housing, politics and public life, care, and education and training.
2. We will engage with women who are experts by experience to identify what enabled the men who perpetrated against them. Victim-survivors groups, and women's groups hosted by other equality organisations such as Inclusion Scotland and LGBT Youth Scotland, will collaborate with researchers to ensure that racialised, disabled, lesbian and bisexual, and trans victim-survivors of men's violence will be able to contribute their knowledge. We will also analyse data gathered over many decades by RCS and SWA (as well as their hosted projects, such as Scottish Women's Rights Centre) on women's lived experience.
3. We will develop proposals for policy solutions to disrupt men's violence before it takes place. These will be specific to policy domains and also (where possible) to particular forms of men's violence. For example, homelessness both drives women's exploitation in 'sex for rent' and is driven by it. Changes to homelessness policy can prevent men's sexual exploitation of women's lack of safe and secure housing.
4. We will develop an approach to policy development that includes attending to primary

prevention of men's violence. This will be expressed in a theory of change. It will be sufficiently flexible to develop over time, as we collectively acquire a richer knowledge of how women's inequality causes and is a consequence of men's violence.

Engender will lead on activities 1, 3, and 4. Rape Crisis Scottish Women's Aid and Engender will engage consultants to deliver activity 2.

This work will contribute to the delivery of Equally Safe by integrating primary prevention in policy development, including law-making. This will deliver progress against two of Equally Safe's outcomes: 'Scottish society embraces equality' and 'Women and girls thrive as equal citizens – socially, culturally, economically and politically'.

Q. 2.5 Please tell us how you know this work is needed and will be effective.

R. Scotland's violence against women strategy, Equally Safe, commits Scotland to preventing men's violence against women by adopting a primary prevention approach that seeks to advance women's equality and realise women's rights.

One of the critical gaps evident to Engender and other organisations working on violence against women, has been the lack of clarity on how primary prevention should feature in policy development in practice and how that should then manifest in programme and service design and delivery. Policymakers and public bodies developing and delivering programmes have seemed uncertain about how to move beyond the principle of primary prevention to operationalise it in their work. This means that opportunities are consistently being missed to integrate a primary prevention approach into policy development.

For example, housing strategy developed by Scottish Government in recent years does not include any action on commercial sexual exploitation, despite homelessness being a driver of this gendered form of exploitation. Similarly, neither employability programmes nor social security entitlements adequately meet the needs of women victim-survivors of domestic abuse, despite our understanding that women's experience of poverty and financial insecurity can be exploited by perpetrators to continue or begin coercive control.

Research and analysis is needed to understand how the structural inequalities that women experience interact with men's violence against women and how these inequalities are reinforced across a wide spectrum of policy areas. We know that the contributing factors to men's violence are complex and multi-faceted but that systems that limit women's space for action constrain their choices and increase the risk that men will harm them.

Participatory research with stakeholders, survivors' reference groups, and local violence against women services is needed to demonstrate and illustrate how structural inequalities constrain women's (and children's) spaces for action, thereby enabling perpetrators. We will also work with experts on men's violence against women and some policymakers to identify how public policy choices can restrict the tools that perpetrators have for controlling and abusing and maximising women's choices and opportunities for resistance.

Using our deep understanding of policy development processes in Scotland, we will create information that can be used by policymakers and decision-makers to develop public policy that is hostile to men's violence rather than enabling of it.

Q. 2.6 The Scottish Government has adopted a gendered analysis of violence against women and girls. Please explain how your work takes a gendered approach.

R. Engender, Rape Crisis Scotland, and Scottish Women's Aid are all feminist organisations. A gendered approach is foundational to our values, our aims and objectives, and our practice.

We understand men's violence as a cause and consequence of women's inequality with men. Men's violence against women, in all its forms, is enabled by women's unequal access to power, resources, and safety. Men's violence is also a driver of women's inequality, and reduces women's space to act in communities, within the household and family, in the workplace, and in public life. Primary prevention of men's violence against women by necessity demands a gendered approach. It seeks to prevent men's violence by eradicating society-wide gendered inequalities.

The work we outline in this funding bid will take a gendered approach in the following ways:

- We will recruit a project manager who has gender competence: skill and expertise in gendered policy analysis. They will collaborate with other Engender colleagues who are also taking a gendered approach to their policy and communications work;
- SWA, RCS and Engender will each appoint a research consultant with experience in feminist research methodologies, including participatory approaches with victim-survivors of men's violence;
- We will work collaboratively with victim-survivors of men's violence in a way that is trauma-informed, empowering, survivor-centred and feminist;
- The expert group convened as part of this work will include members who take a gendered approach to their own work to eradicate men's violence, including representatives of our organisations;
- The outputs of the project will enable policymakers and decision-makers to apply a gendered lens to policy development and law-making. The work will improve gender competence, and enable more robust gender mainstreaming within Scottish Government and other public bodies.

Describe the intended impact of your work in terms of outcomes for people and/ or society. Please link your outcomes to the relevant Equally Safe and national performance framework outcomes. If applying for core and project funding, please clarify which outcomes refer to core funding and which to project funding. We expect you to have between two and six

relevant outcomes. Please only complete for as many outcomes as is appropriate for your proposal.

Q. Your Outcome

R. Policy and law in Scotland prevents men's violence against women and stops enabling it.

Q. Equally Safe Outcome(s)

R. - Power, decision-making and material resources are distributed more equally between men and women

- Violence against women and girls is reduced / eradicated

Q. NPF Outcome(s)

R. - We tackle poverty by sharing opportunities, wealth and power more equally

Q. Your Supporting Activity

R. - Developing briefings and recommendations for policymakers and legislators, will enable the development of policy and law that integrates primary prevention of different forms of men's violence, and creates policy and law that is hostile to men's violence and does not enable it.

Describe the intended impact of your work in terms of outcomes for people and/ or society. Please link your outcomes to the relevant Equally Safe and national performance framework outcomes. If applying for core and project funding, please clarify which outcomes refer to core funding and which to project funding. We expect you to have between two and six relevant outcomes. Please only complete for as many outcomes as is appropriate for your proposal.

Q. Your Outcome

R. Policymakers and lawmakers understand how policy formulation and legislation can integrate prevention of different forms of men's violence.

Q. Equally Safe Outcome(s)

R. - People have increased understanding of all forms of VAWG (causes, consequences and appropriate responses)

Q. NPF Outcome(s)

R. - We live in communities that are inclusive, empowered, resilient and safe

Q. Your Supporting Activity

R. - Research and analysis, including participatory research with women who are experts by lived experience, identifying how different forms of men's violence are enabled by policy and law. Gathering and analysing different approaches to primary prevention. - Developing a

knowledge base of how primary prevention of different forms of violence against women can take place across policy areas, including transport, social security and income, health, planning and public space, housing, politics and public life, care, education and training

- Developing briefings and a theory of change for policymakers and legislators to enable the development of policy and law that is hostile to men's violence.

Q. 2.8 Describe how you will track and assess the ongoing impact of your work.

R. The Project Manager will develop a workplan with activities, key dates, outputs, indicators, and outcomes identified. This will be reviewed and monitored by their line management within Engender, and also by the project partners. The workplan will be responsive to external opportunities and flexed as the policy context shifts.

The tender bids for the consultant participatory researcher will identify the purpose and expected outputs of the project. The researchers will be selected in relation to set criteria and will develop a full proposal of how they will conduct the research.

We will collect information and data that will help us to understand the impact of the work to what extent we are progressing in relation to our desired outcomes.

The information that we will collate in relation to our policy work will include quantitative and qualitative indicators that will include:

- The number and range of women with lived experience engaging with the project
- The number and range of public and third sector organisations engaging with the project
- The key policy areas identified for analysis through desk and participatory research
- The response from key stakeholders in relation to outputs / proposals

Engender is currently working with Matter of Focus (an evaluation consultancy) to review our outcome mapping, data gathering and analyses and reporting. We will be moving our planning, monitoring, and evaluation processes onto their OutNav software. This will be available for project staff to record outcome maps and collect, collate and analyse data.

Q. 2.9 Describe how you will involve people with lived experience in shaping delivery of your work.

R. The involvement of women and children with lived experience is key to the success of this project. The participatory researchers will work with Rape Crisis Scotland and Scottish Women's Aid survivor reference groups and other equality organisations such as Inclusion Scotland, Equality Network, Coalition for Racial Equality and Rights, Inclusion Scotland, People First, SCLD, Young Women's Movement Scotland, Amina, Scottish Trans Alliance and LGBT Youth Scotland to establish groups of women who are willing to talk about their

experiences as marginalised women. Through this collaborative approach, researchers will ensure that racialised, disabled, lesbian and bisexual, and trans victim-survivors of men's violence will be able to contribute their knowledge.

Groups of women with lived experience will be given the opportunity to reflect on their experiences of men's violence and identify the factors that contributed to the perpetration against them, the barriers that they experienced, and their perspectives on what could be changed to improve women's equality and redress the current imbalance of power.

The information gathered from this research will inform the selection of policy areas for particular focus, as well as shaping the proposals for policy intervention. These same groups will also be invited to test any proposed recommendations for policy change, which will shape the final outputs of the project.

Alongside the participatory research, data gathered by RCS and SWA (as well as their hosted projects, such as Scottish Women's Rights Centre) will be analysed to provide the richest possible understanding of women's lived experience.

Q. 2.10 Please describe your plan for delivery of the proposed activity. Please distinguish between core and project delivery in this answer.

R. All of the work being delivered will be project work. There is no core work element included.

A partners group, comprising of representatives of Engender, Scottish Women's Aid and Rape Crisis Scotland will meet on a regular basis to assess the progress of the project in relation to the stated outcomes and aims.

The project will be coordinated by a Project Manager who will deliver a programme of research and evidence-gathering. The Project Manager will be employed by Engender.

Experienced research consultants will be engaged to undertake participatory research with women with lived experience of men's violence. The consultants will report to their respective organisation and provide regular updates to the project partners and will also participate in the Expert Group. The research undertaken will be informed by the Research Integrity Framework on Domestic Violence and Abuse.

Delivery

Year One

- Engage consultants

Recruit Policy Manager (18 months contract)

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We will analyse all of the available evidence about primary prevention of different forms of men's violence by: .

- Convening an Expert Group of women's organisations and experts on violence against women
- Convening roundtables on specific policy domains to gather domain-specific policy evidence and explore approaches to primary prevention within them
- Desk research on primary prevention approaches and their efficacy in other jurisdictions
- Evidence-gathering on approaches to advancing women's equality and rights across different policy domains (including drawing on the experience of Engender colleagues).

We will engage with women who are experts by experience to identify what enabled the men who perpetrated against them by:

- Participatory research with survivor reference group(s) and groups of survivors accessing support services
- Participatory research with women with lived experience of men's violence, in partnership with equalities organisations to reflect experiences of minoritised women
- Analyse the findings from research with women, taking an intersectional approach, and produce an interim report of specific findings to shape further development

Year Two

We will analyse all of the available evidence about primary prevention of different forms of men's violence and:

- Identify domain-specific policy enablers of men's violence and barriers to victim-survivors' rights and wellbeing e.g. housing policy that allows perpetrators to remain in accommodation and makes women homeless; social security system that does not account for the financial consequences of rape and sexual assault

We will develop proposals for policy solutions to disrupt men's violence before it takes place.

We will engage with women who are experts by experience to identify what enabled the men who perpetrated against them by:

- Coordinating meetings with survivors' reference groups to enable them to reflect on proposed policy interventions
- Arrange meetings of women with lived experience of men's violence in partnership with equalities organisations to reflect to reflect on proposed policy solutions

We will develop an approach to policy development that includes attending to primary prevention of men's violence.

- Produce briefing materials on primary prevention across different forms of violence against women and different policy areas, from within the following domains: transport, social security and income, health, planning and public space, housing, politics and public life, care, and education and training.
- Produce a theory of change that sets out an approach to integrating primary prevention into public policy development, and any tools to enable policymakers to operationalise that approach.

At present, the plans are for both research and engagement to include a mixture of online and in person events. We are experienced in adapting our approaches to online working, and operational approaches will be reviewed in light of any public health restrictions relating to Covid-19. We are committed to minimising risk and maximising wellbeing.

The partners group will review and adapt the workplan in partnership with the Project Manager in response to any unanticipated further developments or changes to the context.

Q. 2.11 Outwith the partnership: Please outline how you will work with other organisations in the third, public or private sectors to support and enhance your outcomes.

R. Engender has a strong track record of working with a wide range of stakeholders including policymakers, legislators, elected representatives, intermediary and advocacy organisations.

We work in collaboration with the women's sector and equalities organisations such as Equality Network, CRER, Inclusion Scotland, People First, SCLD, Amina and STA to develop our capacity to carry out intersectional analysis and attend to multiple discrimination.

We are extremely well networked and engage with leaders of public bodies, Scottish Government, parliamentarians, decision-makers, through meetings, events, and participation in strategic forums.

Our policy work is informed by engagement with a wide range of organisations, including women's, equality, and human rights bodies and feminist academics and researchers.

This will be a unique project exploring new analysis of policy across a range of domains and how it interacts with men's violence against women. It is essential that decision-makers and legislators from the public sector are involved in this research alongside experts in the relevant policy fields from the third sector.

Throughout the project, we will be convening roundtables and discussion forums with partners across different policy domains to gather evidence, generate discussion and inform our understanding of women's equality and rights in specific policy domains such as housing. We will also use these forums to share the knowledge that has been gained from the engagement with women with lived experience.

We will meet regularly with partners working in the field of men's violence against women to reflect on learning from both streams of research and to explore potential interventions.

Further into the project we will convene meetings with all of our partners to discuss and test ideas for domain-specific primary prevention. These discussions will inform the final outputs.

Q. 2.12 Please describe who will benefit from your work. If your work will support people from particular backgrounds (eg specific ethnic groups, disabled people, people who have a combination of intersecting protected characteristics, etc.) please include that information.

R. This work will benefit women and girls, who are harmed at epidemic levels by men's violence. Intersectionality will be central to this project. Women are not a homogenous group with identical experiences and the outputs of this project will reflect the compounding and mutually constituting inequalities and oppressions faced by women. Black and ethnic minority women, disabled women, LGBT women and women living with poverty all have distinct needs and are excluded in multiple, overlapping ways.

Our work will be informed by our partnerships with equality sector organisations with expertise on different inequalities such as Coalition for Racial Equality and Rights, BEMIS, CEMVO, MECOPP, Amina, The Alliance, Disability Equality Scotland, Inclusion Scotland, People First, SCLD, The Equality Network, Stonewall, and Scottish Trans Alliance. We will use these partnerships and networks to engage with specific groups of women sharing protected characteristics about their lived experiences and perceptions of structural enablers of men's violence.

We have previously undertaken similar participatory research with disabled women on their experiences of reproductive and sexual health and are currently researching the experiences of minoritised women working in the media, and in relation to sexual harassment.

We have a strong history of working with partners to help them integrate the experiences of women with other protected characteristics. For example, we facilitated workshops to inform a shadow report on the UNCRPD, highlighting the specific experiences and needs of disabled women

Q. 2.13 Describe what steps you will take to ensure your services are inclusive and accessible to all (please also complete and return your LGBTI inclusion plan)

R. We recognise that lesbian, gay and bisexual people are just as likely to experience domestic abuse as heterosexual non-transgender women and that responses need to be LGBTI inclusive. We are aware that research shows that transgender people are highly likely to experience some form of abuse from partners and ex-partner. The views and experiences of LGBTI will be explicitly sought out in the course of the project in partnership with our LGBTI organisational partners. Policy analysis will be fully intersectional and will consider the implications of policy and legislation for women with all protected characteristics.

Any recommendations or approaches promoted will be to the benefit of all women and will highlight any particular actions needed in relation to particular protected characteristics such as sexual orientation or gender reassignment.

Q. 2.14 Where applicable, how many people do you anticipate reaching each year through this work? Please distinguish between core and project work.

R. 220 - project work only

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Q. Role

R. Project Manager

Q. FTE Salary (18 month contract)

R. [REDACTED]

Q. Core or project staff

R. Project

Q. Key Duties

R. • Deliver a programme of research and evidence-gathering. Convene roundtables
Undertake desk research. Gather evidence Generate and test policy solutions • Produce guidance materials and a final report briefings

Q. Percentage or weekly hours requested from DES Fund

R. 100%

Q. In post or to be recruited?

R. To be recruited

Q. 3.2 Please describe your training, accreditation and supervision arrangements for all staff and volunteers.

R. Although Engender has a clear management structure, we seek to reflect our feminist principles in our working practices. Our leadership style is therefore less hierarchical and more cooperative, participatory, and collaborative than in many other organisations.

Job descriptions are designed to meet the needs of the organisation as set out in the development plan and associated person specifications are developed to determine the skills and experience that are required to perform that role. Staff are then employed based on their ability to demonstrate that they have the required skills and experience. We do not usually determine that any specific qualifications are required as this can exclusionary and ignore the validity of lived experience.

All new staff follow an in-depth induction programme designed to fit the needs of their job.

Any training and learning needs are identified through this process and plans are put in place to address these. All posts are subject to a probationary period. The whole staff team currently meet once a fortnight to share developments from individual teams and to discuss issues that are relevant to the whole team. There are three distinct teams within Engender, policy, communications and engagement, and development. These teams meet on a regular basis to reflect on their collective workplans, to identify any new areas of work or opportunities and share knowledge and experience.

In these forums, every team member is given an equal voice and their views are respected and considered regardless of their position in the organisation. Staff use these spaces to learn from each other and to share their own learning to assist their co-workers. Staff are encouraged to recognise their own value, abilities and expertise.

All members of staff report to another member of staff in a more senior position, with the Executive Director meeting regularly with the Convener. Staff meet regularly with their manager to discuss their work plan, their ideas for future work, any obstacles or difficulties in delivering their workplan their feelings about their work and any other employment-related matters. Managers encourage staff to develop their skills and knowledge and support them to identify and access appropriate resources and training. Staff are encouraged to incorporate reading, planning, reflecting and learning into their workplans as this is an essential part of the process. Finances allowing, staff supported to access relevant to identify training opportunities, which can be accredited or not.

We review our organisational performance through our evaluation framework and identify areas where we collectively need to build additional skills or flex our working practices, and these measures will be reflected in individual workplans. Outcome and goal setting happens at whole team, sub-team, and individual level and these are reviewed regularly at one-to-ones and annual review meetings.

Engender has an excellent record of staff retention and has a very motivated staff team who work together to deliver the aims of the organisation. The outcomes that are achieved by a small staff team reflect the effectiveness of the way that we work.

Q. Are you requesting funds to provide any Counselling or Psychological support?
R. No

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Q. 4.1 What is the total amount you are requesting from the DES fund over the three years?
R. 220576.00

Q. Year 1 (October 2021 – September 2022)

R. 132869.00

Q. Year 2 (October 2022 – September 2023)

R. 87707.00

Q. Total

R. 220576

Q. 4.3 Please tell us if there is anything we should know about the figures in the budget, include an explanation or breakdown to show how main costs were calculated. Please also tell us here if this application is part of a wider project supported by other funders

R. This is a distinct project and is not part of a wider one.

Budget Breakdown

Project Manager. The level of work involved in this post attracts a manager-level salary. The salary figured is the manager level salary for staff at Engender.

Consultant Participatory Researcher. The amount available for researchers has been calculated on the basis of engaging researchers on similar projects in the past. We will be seeking experienced and qualified researchers. It may be one researcher or a team of researchers working together.

Recruitment costs reflect the cost of advertising the Project Manager vacancy and the Invitation to Tenders for the research work.

Employee expenses are based on previous figures for Engender staff undertaking engagement work across Scotland and include travel and subsistence costs. The actual costs will be determined by any restrictions on travel, etc in relation to Covid-19.

IT equipment costs will cover the expense of providing the Project Manager with necessary IT equipment to fulfil their role such as laptop, monitor, printer, etc. These costs are based on previous expenditure for Engender staff.

Office consumables covers the cost of stationery for the Project Manager and includes items such as postage, printer ink, etc. The figure is based on previous expenditure relating to project work.

The website costs relates to making changes to the partners' websites to include information on the project.

Publications covers the cost of designing and printing materials for all three partners. These will include, briefings, information materials, etc and the figures are based on previous costs of producing such materials.

Inclusive event support has been calculated on the costs of facilitating inclusive events in the past. It is anticipated that these costs will include interpretation / BSL support and the provision of personal assistants along with any other support that may be required.

Telephone will cover the cost of a mobile phone contract for the Project Manager.

Research participant costs for women participating in consultations will include participation vouchers, etc. This figure has been calculated on the basis of expenses incurred for similar work in the past.

Events will cover the costs to local services for coordinating engagement with victim-survivors and roundtable meetings.

Management costs of £2,000 have been allocated to each of the partners.

Q. Do the lead partner currently receive other Scottish Government funding?

R. Yes

Q. Name of Fund

R. Equality Budget Funding

Q. Amount Received in Total

R. £365,451.65 (2020/21)

Q. SG Department

R. The Equality Unit

Q. Contact name at SG

R. 

Q. 50 word summary of work

R. Engender is a feminist policy organisation that receives funding to research and analyse the factors that impact on women's equality. We work to make women's inequality visible and persuade those with power to make positive changes to services, policy, regulation, practices, and laws that negatively affect women.

Q. 4.5 How do you intend to develop funding or income from other sources during the period.

R. Engender is applying for funding for its core work through the Equality and Human Rights Fund and expect to hear the outcome of this application in June 2021.

Engender has a good track record of securing grants from funders who fund our type of work and we are currently delivering projects that have been funded by Standard Life,

Joseph Rowntree Reform Trust, Rosa and discrete projects funded by Scottish Government. We will continue to scan for appropriate funding sources for additional projects and make applications appropriately.

Q. 4.6 How will your outcomes be sustained when the funding for this work ends?

R. Engender's work, begun nearly 30 years ago, is focused on structural change by influencing legislation, policy, and practice to increase women's equality and advance women's rights.

Engender's strategic objectives are focused on long-lasting change. Some specific workstreams produce work that remains relevant for years, including our short films about CEDAW and women's unpaid work. Other work, including that targeted at specific bills in the Scottish Parliament or particular policy packages, is of its moment in time.

We aim to ensure that we build as much capacity as we can within other organisations and institutions. This is constrained by the working practices of decision-making institutions, including the Parliament and Government.

The aim of this project is to generate new ways of thinking about primary prevention and its relationship to policy and legislation. These will influence our advocacy work across a range of policy domains, and also the policy advocacy of Scottish Women's Aid and Rape Crisis Scotland. The real legacy, though, will be in the work of policymakers and legislators.

Q. 4.7 Are all partner organisations Accredited Living Wage Employers?

R. Yes

Q. 4.8 Does the partners pay all staff employed using Scottish Government funding the Living Wage or above? If the organisation does not do so currently but is working towards this, please provide an indication of this plan here.

R. They do.

Q. The Scottish Government has set out its aspiration to create lasting economic success by building on sustainable growth that also achieves fairness, equality, opportunity and innovation. Examples of this approach are set out in the Scottish Business Pledge and in the procurement guidance on fair work practices. You might also wish to visit the Fair Work Framework website The Scottish Government is keen to promote fair working practices and would encourage funded organisations to have in place policies, practices and procedures which are consistent with promoting fair working practices, including payment of the Living Wage. Please select from the list below all the practices that are in place or which apply to all partners. Successful partners will be expected to provide a copy of the policies that evidence the Fair Working Practices they have identified.

R. - A fair and equal pay policy including, for example, ensuring no gender discrimination or the monitoring of pay ratios within the organisation (for example paying the real Living Wage (see link to information sheet

- Investment in skills and training
- Stability of employment and hours of work, and avoiding exploitative employment practices including, for example, no inappropriate use of zero-hours contracts (eg using zero hours contracts when people are working regular hours; exclusive contracts that stop flexible workers working for other people)
- Support progressive workforce engagement, for example, Trade Union or employee association recognition

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Articles of Association approved 16.11.19.pdf (511

Kb.): <https://www.tfaforms.com/uploads/get/b81c6b8f57b621e27bfcfe816887b8b1-ArticlesofAssociationapproved16.11.19.pdf>

Engender Accounts 2019 - 20 SIGNED FINAL.pdf (1529

Kb.): <https://www.tfaforms.com/uploads/get/7c508805d491975f19ac7f338cafc939-EngenderAccounts2019-20SIGNEDFINAL.pdf>

Equality and Diversity Policy.docx (43

Kb.): <https://www.tfaforms.com/uploads/get/d774132dc9e4f49d01fa533e2e034ed7-EqualityandDiversityPolicy.docx>

Safeguarding Policy.docx (52

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DES-Fund-Budget-Form-Engender - RCS - SWA.xlsx (26

Kb.): <https://www.tfaforms.com/uploads/get/d0befd5d5fc6b61d657c94815eae906b-DES-Fund-Budget-Form-Engender-RCS-SWA.xlsx>

Summary-Sheet-for-DES-Applications Engender - RCS - SWA.xlsx (52

Kb.): <https://www.tfaforms.com/uploads/get/bd7a4c398b1b90bd730a4d7425f02936-Summary-Sheet-for-DES-ApplicationsEngender-RCS-SWA.xlsx>

DES-Fund-LBTI-Inclusion-Plan-Engender.doc (174

Kb.): <https://www.tfaforms.com/uploads/get/373dfce0942a96d16822eb7b7994f9f1-DES-Fund-LBTI-Inclusion-Plan-Engender.doc>

Partnership Declaration Form Engender - RCS - SWA.docx (297

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