

Gender Equality plan (GEP)

Part 1: Executive Commitment and Conceptual Framework

1.1 Executive Commitment Statement

We, the Senior Leadership of Themar Foundation, clearly and unequivocally declare that Gender Equality and Inclusivity are core pillars indispensable to our institutional mission and operational methodology. We believe that achieving equity and parity between genders is not merely an ethical and humanitarian responsibility but a strategic imperative for fostering innovation, elevating performance, and ensuring the sustainability of our societal and operational impact. Investing in the creation of a balanced and equitable work environment is a direct investment in the Foundation's future and effectiveness.

By virtue of this document, we declare our firm and unconditional commitment to the comprehensive and effective implementation of all objectives, actions, and policies outlined in Themar Foundation's "Gender Equality Plan" document for the period 2026 - 2030. We assume full responsibility for ensuring the allocation of necessary resources and the removal of all obstacles to guarantee its success. This Plan is a binding working document for all levels of the Foundation.

Our Commitment is Manifested in the Following Points:

- **Senior Accountability:** We assume full responsibility for ensuring the effective and successful implementation of this Plan, providing the necessary leadership to overcome any challenges we may face.
- **Resource Allocation:** We commit to allocating sufficient financial, human, and time resources to fund the specified activities, including annual pay audits, staff training, and the development of infrastructure that supports work-life balance.
- **Safe Institutional Culture:** We are committed to fostering a work culture entirely free from discrimination and harassment, providing confidential and effective reporting channels, and ensuring strict and impartial handling of all complaints.
- **Transparency and Measurement:** We will monitor progress periodically, measure performance against defined success indicators, and publish annual reports on the status of gender equality to ensure transparency and continuous improvement.

1.2 Vision and General Objectives of the Plan

The vision of Themar Foundation is to become a leader in gender equality practices within the sector, where all individuals are empowered and valued equally, and programs and projects are designed to address gender disparities effectively and sustainably.

This Plan is centered on one overarching objective: Gender Mainstreaming in every facet of the Foundation's work, achieved through five interrelated and detailed key objectives:

- Modifying institutional structures to achieve gender balance in leadership and recruitment.
- Ensuring transparency and equal opportunity in pay, promotions, and access to training.
- Fostering a flexible and supportive work environment that balances professional and personal life for all employees.
- Activating a stringent and independent system to combat gender-based discrimination and harassment.
- Integrating gender analysis as a mandatory tool in the design, implementation, and evaluation of all external programs.

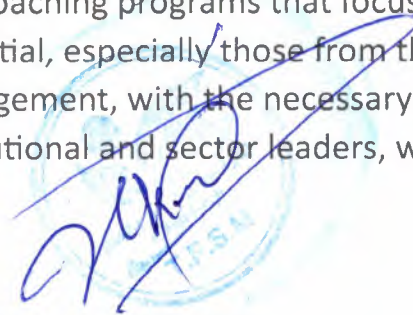
Part 2: Key Performance Areas and Detailed Methodology

2.1 Area One: Institutional Structure and Leadership (Gender Balance in Leadership)

The Foundation will work to dismantle structural barriers that may impede the advancement of the underrepresented gender, particularly in senior management and decision-making roles. The goal here is to transform gender balance from a mere aspiration into a core performance indicator.

Methodological and Executive Actions:

- **Auditing Recruitment and Promotion Policies:** A comprehensive and systematic review of all recruitment and promotion processes will be conducted to ensure the removal of any language or practice that harbors "Unconscious Bias." All job descriptions will be updated to be gender-neutral and flexible to accommodate diverse work patterns.
- **Leadership Development Programs:** Launching professional training, mentorship, and coaching programs that focus on equipping employees with leadership potential, especially those from the underrepresented gender in senior management, with the necessary skills and guidance opportunities from institutional and sector leaders, while establishing clear career paths for them.



- **Balanced Committees:** Ensuring gender balance on selection and recruitment committees, performance appraisal committees, and procurement committees, to guarantee that strategic decisions are made from a diverse and objective perspective.

2.2 Area Two: Pay Equity and Career Development (Pay Equity and Career Progression)

To achieve internal fairness, Themar Foundation commits to full transparency in the mechanisms for determining salaries and promotions, based on the principle of equal pay for work of equal value.

Methodological and Executive Actions:

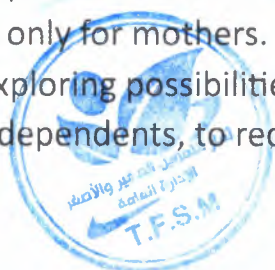
- **Transparent Pay Audit:** A rigorous annual pay audit will be conducted by an independent third party to assess any gender-based pay gaps not justified by experience or qualifications. A summary of the audit results will be published internally, along with an immediate corrective action plan for any discrepancies found.
- **Institutionalizing Evaluation:** Developing a unified and objective system for performance appraisal and promotions, based on clear, quantitative indicators accessible to all. Pay reviews will be separated from performance reviews wherever possible to minimize personal bias.
- **Equal Access to Training:** Mandating departments to track employee participation in professional development and training programs. Data must demonstrate a balance in access to training opportunities, especially programs that open avenues for future career advancement.

2.3 Area Three: Work-Life Balance (Work-Life Balance and Flexibility)

The Foundation recognizes the importance of supporting employees' responsibilities outside the workplace. Promoting a flexible work environment is key to reducing staff turnover and increasing productivity for all workers.

Methodological and Executive Actions:

- **Comprehensive Leave Policies:** Reviewing and expanding maternity and paternity leave policies to be generous and flexible, including paid paternity leave to encourage fathers to share caregiving responsibilities without professional repercussions.
- **Flexible Work System:** Providing documented and easily accessible flexible work options, such as remote work for a portion of the week or adjusted work hours, and applying these options across all levels of the Foundation, to challenge the stereotype that flexibility is only for mothers.
- **Care Support:** Exploring possibilities for providing financial or administrative support for childcare or dependents, to reduce the burden on employees with family responsibilities.



2.4 Area Four: Combating Harassment and Discrimination (Anti-Harassment and Inclusive Culture)

Themar Foundation is committed to creating a safe and respectful work environment where everyone feels valued and protected. Gender-based harassment and discrimination are strictly prohibited.

Methodological and Executive Actions:

- **Zero-Tolerance Policy:** Drafting and publishing a detailed and updated anti-harassment policy that includes clear definitions of unacceptable conduct and its consequences.
- **Confidential Reporting and Investigation Mechanism:** Establishing an independent, confidential, and protected reporting channel that ensures whistleblowers are not subjected to retaliation. A neutral and specially trained investigation committee will be tasked with handling complaints promptly, transparently, and with complete impartiality.
- **Mandatory Inclusion Training:** Mandating annual training for all staff on understanding gender equality, unconscious bias, and how to intervene as an active bystander to address unacceptable behaviors.

2.5 Area Five: Integrating the Gender Dimension in External Programs and Content (Gender Mainstreaming in Programs)

The Foundation commits to mainstreaming a gender perspective in all its external programs and projects, ensuring that their developmental impact is inclusive and equitable for everyone.

Methodological and Executive Actions:

- **Disaggregated Data:** Making the collection and analysis of Gender-Disaggregated Data mandatory at all stages of the project lifecycle (design, implementation, evaluation), to ensure that the needs and contributions of women and men are accurately understood and integrated.
- **Gender Budgeting:** Ensuring that detailed project budgets include specific and designated line items for gender equality activities, such as community capacity building or gender-specific impact analysis.
- **Review Tools:** Developing and distributing a mandatory "Gender Analysis Checklist" that all project managers must use when designing any new initiative, to ensure that a gender equality objective or indicator is included in the core project documentation.

Part 3: Allocated Resources and Continuous Monitoring

3.1 Resource Allocation

To ensure that this Plan is not merely a set of promises but a genuine action program, Themar Foundation commits to allocating the following resources:

- **Financial Budget:** A dedicated and separate annual operating budget line will be established to cover the costs of the GEP, including external audit fees, specialized training costs, and the development of software tools necessary for analyzing gender-disaggregated data.
- **Human Resources and Oversight:** The "Gender Equality Committee"—comprised of high-level representatives from key departments—will be formally tasked with the responsibility of oversight, follow-up, and coordination. This Committee will be given full authority to hold regular meetings and guide departments toward proper implementation.

3.2 Monitoring, Evaluation, and Transparency

The effectiveness of the Plan depends on robust mechanisms for measurement and accountability.

- **Periodic Monitoring:** The Gender Equality Committee will conduct quarterly reviews of the progress achieved against the Key Performance Indicators (KPIs) defined for each objective.
- **Transparent Annual Report:** A comprehensive "Annual Report on the State of Gender Equality at Themar Foundation" will be prepared. This report will not only present achievements but will also include a candid analysis of remaining challenges and gaps, and an executive summary will be published on the Foundation's website as evidence of our commitment to transparency and continuous improvement.

End of Document

Approved by the Board of Trustees of Themar Foundation for Small Microfinance

Date: _____

Place: Republic of Yemen

A blue circular stamp is visible, containing the text "Themar Foundation for Small Microfinance" and "Yemen" in English, with Arabic text above it. A handwritten signature in blue ink is written over the stamp.