



MaSP FAIR WORK FIRST POLICY

February 2025.

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ARTICLE. 1.0. INTRODUCTION

MaSP Fair Work First Policy is a workplace framework governing fair work practices within the organization. In MaSP Fair work practices will be visible in the organization behaviors, practice, culture, policies, values and principles. The fair work first policy underpins fair and equal opportunity in work. The policy will mainly be guided by the following key dimensions;

- **Effective worker voice:** This ensures that employees have appropriate channels to express concerns and be heard,
- **Investment in workforce development:** This aspect fosters employee training and career progression opportunities in the organization
- **No inappropriate use of zero-hour contracts:** This aspect promotes clear definition of work hours in the employee contracts and limits contracts with no guaranteed hours.
- **Gender pay gap action:** This ensures that steps to address disparities in pay between genders are taken proactively in the organization
- **Diversity and inclusion:** Promoting a workplace that welcomes people from different backgrounds

The fair work first practices in the organization aims to balance the rights and responsibilities of workers and employers. MaSP Commitment to Fair Work First will be demonstrated through published statements on fair work practices, MaSP will also ensure that the fair work practices are monitored and that guidelines to facilitate assessment, implementation and review of the same are in place and in use within the organizational policy frameworks.

ARTICLE 2.0. DEFINITIONS

Fair Work is defined as work that offers effective voice, fulfilment, opportunity, respect and security

ARTICLE 3.0. COMMITMENT TO PAYMENT OF ATLEAST REAL LIVING WAGE

MaSP is committed to paying its employees' salaries and wages that enables them meet the cost of living and have a fulfilled life. MaSP recognizes the ever-changing social economic demands for its employees due to unstable conditions and as such there shall be regular reviews of salaries and wages at least annually for adjustments matching the changing conditions of living. MasP will always

ensure that its employee's remuneration will enable them achieve the decent standard of living without any outside additional subsidies or cash allowances. MaSP shall make annual calculations on average Cost of Living that will help in the salary adjustments decisions by the board of directors.

MasP will ensure that the following are adhered to;

- I. Establishing an agreed pay structure that will ensure that employees are paid at least the real Living Wage;*
- II. MaSP is recognized as one of the organizations adhering to a Real Living Wage Conditions.*
- III. MaSP pays interns and volunteers at least the real Living Wage rate throughout their internship and placements.*
- IV. MaSP actively reviews the pay structures and develops incremental plan for paying all staff at least the real Living Wage*

ARTICLE 4.0. CHANNELS FOR EFFECTIVE EMPLOYEE VOICE ARE IN PLACE AND IN USE

MaSP shall ensure that channels for effective employ voices are in place across the organization at all levels. We will ensure to create a safe and friendly communication environment where dialogue will become part of the organizational culture and shall take center stage in promoting employee voices among other channels. MaSP will facilitate engagements with employees to listen to their views on issues and actions are taken on issues and concerns raised, MaSP will allow both individual and collective voices where employees will be allowed to voice their issues as individuals or through their selected representatives.

Particularly the following will be part of the actions under this policy;

- I. A culture of openness and transparency will be encouraged*

- II. *MaSP will acknowledge different viewpoints, thus supporting dignity in the workplace and eliminating workplace bullying, abuse and harassment.*
- III. *MaSP will ensure that Issues and disputes have clearly defined paths for resolution at both individual and collective levels, and will be dealt with fairly in in a timely and constructive manner,*
- IV. *There shall be a wide range of voice channels which will exist, promoting voice both at individual and collective level, and drawing on workers' experience when considering organizational policy and practice, thus ensuring any barriers faced, particularly by minority groups, are addressed in MaSP*

ARTICLE 5.0. - INVESTING IN WORKFORCE DEVELOPMENT

MaSP will promote employee development through creation of various learning opportunities for employees at all levels. MaSP will encourage its employees to take advantage of various learning opportunities within the organization for their own lifelong learning. MaSP will develop annual staff training and development plans and learning areas shall be identified and agreed upon through staff performance appraisals, annual skills assessments and other capacity needs identification efforts available in the organization. The organization will support its employees for formal and informal learning opportunities either as a group of employees or at individual level so long as the staff capacity training area is relevant to MaSP goals and objectives as well as the employee in question.

Specifically:

- I. *Learning & development will be integrated in MaSP strategic planning processes*
- II. *Employees and management will jointly identify capacity development needs and priorities, ensuring both individual and organizational needs are met.*

- III. *Learning and development opportunities shall be provided, and regularly reviewed, to help build the organization's resilience and responsiveness to change.*
- IV. *Directors and Managers have development discussions with individuals and teams and priorities this as part of operational activity.*

ARTICLE 6.0. PROHIBITION OF USING ZERO HOURS CONTRACTS

MaSP will not use contracts which do not set out a minimum number of hours to be worked in an agreed work period. MaSP will employ staff either as permanent employees or on fixed term contracts both of which will provide confirmed hours and pattern of work. The MaSP Conditions of Services and staff contracts templates will clearly stipulate work hours specifications in order to guide Admin department to facilitate adherence and monitoring at all times.

The following principles will be followed as part of the policy;

- I. *MaSP shall employ its staff on open-ended or fixed term contracts with confirmed hours and work pattern.*
- II. *All staff shall have a contract which accurately reflects the hours worked, guarantees a fair minimum number of hours per day/week and does not involve compulsory overtime.*
- III. *Zero-hours contracts are not used to fill actual longer-term vacancies.*

ARTICLE 7.0. TAKING ACTION TO TACKLE THE GENDER PAY GAP AND CREATE A MORE DIVERSE AND INCLUSIVE WORKPLACE

MaSP shall establish a robust system that will gather data on workforce diversity and pay gap information so as to help in considering what actions need to be taken to address under representation. MaSP will ensure that the workplace is structured in a manner that does not create barriers or exclude anyone particularly those with disability. MaSP will create a more friendly work

environment for people with disability as well as other marginalized groups by creating a more flexible working systems for those who need it.

The following principles will be implemented in MaSP as part of the policy;

- I. *Recruitment, retention and promotion processes shall prevent bias and barriers, for example, 'blind' recruitment; providing additional support/adjustments at application and interview stages; diversity in interview panels; and exit interviews are used to understand why a person is leaving.*
- II. *Workplace adjustments are in place and made for disabled staff or those with long term health conditions who need it. Additional support for adjustments are accessed through Access to Work.*
- III. *Flexible working - which could be a reasonable adjustment to some - is encouraged across the organization from day one of employment, subject to business need.*
- IV. *Workers have opportunities to influence the organization's approach to workplace equality, including by sharing their own experiences.*
- V. *Governance structures are gender balanced and the organization is working to ensure parity for minority groups, disabled, young people and workers over 50 years.*
- VI. *Enhanced maternity, parental and adoption leave and pay are available for all staff, and staff are supported to return to work through keep in touch days and refresher courses.*
- VII. *All staff have opportunities to discuss their support needs with management.*
- VIII. *There are clear career pathways for women, with support for those returning to work after maternity or a career break and to help minority ethnic, disabled and workers over 50 years to progress.*

ARTICLE 8.0. MaSP WILL OFFER FLEXIBLE AND FAMILY FRIENDLY WORKING PRACTICES FOR ALL WORKERS FROM DAY ONE OF EMPLOYMENT

MaSP shall provide support to its employees to work while attending to other critical and important family matters. MaSP recognizes that family matters have a huge bearing on employee performance and employee family is part and parcel of MaSP and hence creating a flexible and family friendly work environment and practices. The organization HR policies will ensure that flexible and family friendly working conditions are mainstreamed in the policies and practices with clear guidelines that will support implementation and monitoring. In particular MaSP will ensure the following are in place and achieved as part of this policy;

- I. MaSP policies and practice are in place to support flexible and family working, developed collaboratively by the employer and staff or other worker representative, in line with legal requirements in terms of reasonable adjustments, and are regularly reviewed.
- II. Jobs are designed around business outcomes, not based on fixed locations or times to provide flexibility.
- III. Flexible working and family friendly policies are highlighted in MaSP job adverts
- IV. MaSP and workers have constructive conversations about requests for flexibility. Trial periods or pilots can be used to test workable solutions for the individual, team and employer.
- V. Managers will get appropriate training and support to enable them to effectively manage individuals who work flexibly.
- VI. Flexible and family friendly options are available at all levels in MaSP and for all staff – not just women or mothers, and to encourage partners to share caring responsibilities
- VII. Flexible working can be offered as a temporary arrangement to accommodate particular circumstances with review points agreed at the outset by the employer and the worker.

- VIII. Learning and development is arranged to accommodate different flexible working arrangements and, where practicable, technology is used to facilitate access.
- IX. Accessible systems and protocols, such as IT equipment and digital diaries, are used to facilitate effective work practices, enabling remote workers to participate alongside their site-based colleagues.
- X. Meetings are arranged at times that enable workers to attend (in person, by phone or virtually) so everyone can contribute and feel included.
- XI. Employers develop and maintain a home and other remote working policy with consideration given for workers with protected characteristics and suitable provision to support workers' mental health and overall wellbeing.
- XII. Working from home and other remote working is not monitored by invasive worker monitoring software
- XIII. Employers with international connections provide flexibility on hours to manage time differences.

ARTICLE 9.0. OPPOSING THE USE OF FIRE AND REHIRE PRACTICE

MaSP understands that the terminology 'Fire and rehire' is the terminology currently most used to describe the practice of dismissing employees and immediately reengaging them on a different position or role in the same organization for punitive purposes or as a weapon of threat to employees. MaSP is committed to not use fire and rehire practice.

ARTICLE 10. REVIEW OF THE POLICY AND PROCEDURES

These policies and procedures are reviewed after every two years. Memos and other circulars maybe issued to update these policies and procedures in event that a policy changes before the two years have elapsed.

ARTICLE 11. APPROVAL HISTORY

Version	1
Approval Date	28/02/2025
Approved By	Lucky MBWE 
Designation	CHAIRPERSON AFHAR
Date of next Review	July 2027