Gender Equality Plan

Organisation: Salvo FutuREuse Ltd
Version: 1.0 Effective from: 14th July 2026
Approved and signed by: The Directors
Annual review: July each year
Published at: futureuse.co.uk

1. Purpose and commitment
Salvo FutuREuse Ltd is a non-profit research organisation led by four directors, majority woman-led, working with freelancers and collaborators. We are committed to gender equality, equal opportunity and an inclusive working environment, applied in a way that fits our size.
We do not discriminate on grounds of sex, gender, gender identity or gender expression. Decisions on recruitment, engagement, work allocation, pay, progression and leadership are based on skills, experience, performance and the needs of the work.
This plan is a public document, signed by the Directors, and covers directors, employees (if any), freelancers and other collaborators. It applies alongside relevant equality law in the UK.

2. Responsibility and resources
- The Directors are collectively responsible for this plan.
- **Gender Equality Lead:** Sara Morel, one of the Directors, coordinates implementation, annual monitoring and review.
- **Time:** at least 1 day per year for the Lead's coordination work, and 0.5 days per year for each Director to allow for training and reviews.
- **Expertise:** we will use external gender-equality expertise, for example International Training Centre courses or an adviser.

3. Work-life balance and organisational culture
We support flexibility in working arrangements, avoid unnecessary expectations of work outside agreed hours, and consider work-life balance when setting deadlines and allocating work. Flexibility requests are handled fairly and consistently, including for freelancers.

Target	Indicator	Deadline / owner
Requests for flexibility handled consistently	Requests received and outcomes logged	Annually / Lead

4. Gender balance in leadership and decision-making
The organisation is majority woman-led; three of the four directors are women. We will record this composition annually. If the leadership group or any decision-making body (steering group, advisory board, project lead roles) expands, appointments will use published, skills-based criteria, and we will consider gender balance among suitable candidates.

Target	Indicator	Deadline / owner
Gender composition of directors and project leads recorded	Figures in annual monitoring note	Annually / Lead
Appointment criteria written down before any new appointment	Criteria on file	At each appointment / Directors

5. Gender equality in recruitment and career progression
Engagement of freelancers and any staff is based on objective criteria: skills, experience, qualifications, availability and suitability. We will use gender-neutral wording in calls and adverts, consider a diverse range of candidates, set pay and terms by role, experience and scope rather than gender, and offer equal access to responsibilities, development and progression.

Target	Indicator	Deadline / owner
Adverts and calls checked for neutral wording	Checklist completed per advert	Ongoing / Lead
Rates reviewed for unexplained gender differences	Annual comparison by role, aggregated	Annually / Lead

6. Gender dimension in research and innovation content
As a research organisation, we integrate the gender dimension into our work where relevant. At the planning stage of every project, proposal or output, the project lead completes a short checklist:

1. Could sex or gender affect the research question, users, subjects or stakeholders differently?
2. Will data be collected, analysed and reported disaggregated by sex or gender (and other intersecting factors where appropriate)?
3. Could the findings, products or recommendations affect people differently by gender?
4. Does the research team and any advisory input include relevant gender expertise?
5. If gender is not relevant, why not? This reasoning is recorded.

Completed checklists are kept with the project file and referred to in proposals and reports.

Target	Indicator	Deadline / owner
Checklist adopted	Template in use	[Date] / Lead
All new projects and proposals screened	Share of projects with a completed checklist (target 100%)	Annually / Project leads

7. Preventing gender-based violence and sexual harassment

We have zero tolerance for gender-based violence, sexual harassment, sexual discrimination and bullying. This applies to all interactions between directors, freelancers, collaborators, clients, partners and suppliers, whether in person, online or at events.
Anyone experiencing or witnessing such behaviour can raise it with any Director. If the concern is about a Director, it can be raised with another Director. Concerns are taken seriously, handled sensitively and, where appropriate, confidentially, and the person raising them is protected from retaliation.
Concerns will be acknowledged within 5 working days and an outcome communicated to the person who raised them. Consequences may include a formal warning, ending a freelancer engagement, or ending a working relationship with a client or partner.

8. Awareness and training
All Directors will complete gender-equality and unconscious-bias training, and training on preventing sexual harassment, through an external course, webinar or workshop. Freelancers and other decision-makers receive the plan and a short briefing, and training

where their role makes it relevant. Training is refreshed every two years, and attendance records and certificates are kept as evidence.

Target	Indicator	Deadline / owner
All four Directors trained	Attendance records on file	Within 12 months and Refreshed within 24 months / Lead
Freelancers briefed on the plan and reporting route	Briefing recorded at engagement	Ongoing / Lead

9. Publication and communication
This plan is signed by the Directors, published on futureuse.co.uk and given to all freelancers and collaborators when they are engaged. Previous versions are kept.

Approved and signed:

Director: Sara Morel Date: 14th July 2026

Director: Thornton Kay Date: 14th July 2026

Director: Shirley Kay Date: 14th July 2026

Director: Rebecca Moles Date: 14th July 2026

Gender Equality Lead: Sara Morel
Next annual review: July 2027
Version history: v1.0, 14th July 2026, first approved version.