



SONG SAA FOUNDATION

POLICIES

This document is presented on behalf of the Song Saa Foundation to outline the purpose and implementation of our organisational policies

Title	Policy on Ethnic & Racial Diversity		
Effective date	July 2019	Last revision	July 2019
Organisation	Song Saa Foundation		
Authorised by	Melita Koulmandas Hunter, Executive Director		

Purpose

The Song Saa Foundation is committed to ensuring ethnic and racial diversity, and inclusiveness of its workforce. We encourage hiring, retaining, promotion, and other employment-related policies to ensure that diversity is a key goal.

Policy statement

The Song Saa Foundation follows personnel procedures that ensure equal employment-related opportunity for all people without regard to race, colour, religion, creed, national origin, gender, sexual orientation, age, ancestry, marital status, disability, veteran, or draft status.

The Song Saa Foundation always advertises for job openings in community places where minority and underserved populations are more likely to become aware of employment opportunities.

The retention and promotion initiatives at the Song Saa Foundation are focused on providing an atmosphere in which our racially and ethnically diverse employees have the opportunity to be successful in their careers within the organisation.

The Song Saa Foundation is also committed to providing equal opportunities and access for people with disabilities. We do not exclude otherwise qualified persons with disabilities from participating in employment opportunities. We will evaluate and respond to all requests to make a reasonable accommodation, modification, or adjustment in its facilities, programs, policies, jobs, services, and activities to ensure equal opportunity for qualified individuals with disabilities.

Title	Policy on Gender Diversity		
Effective date	July 2019	Last revision	July 2019
Organisation	Song Saa Foundation		
Authorised by	Melita Hunter, Executive Director		

Purpose

The Song Saa Foundation supports gender diversity in its workforce and endeavours to maintain fair and equal numbers of all genders across all job levels in the organisation. Special focus on gender equality in leadership positions is given.

Policy statement

It is the policy of the Song Saa Foundation to take affirmative action to ensure that applicants are employed without regard to gender expression and/or identity. Such action includes but is not limited to the following employment practices: hiring, promotion, demotion, transfer, recruitment, layoff, termination, rates of pay or others forms of compensation, and selection for training. Employment practices are annually reviewed to determine whether members of all genders are receiving fair consideration for job opportunities, and, as appropriate, gender imbalances will be rectified in a reasonable and timely manner.

Wherever possible, the Song Saa Foundation attempts to keep a balance between male and female staff in all job levels.

Title	Policy on Pay Scale Equity		
Effective date	July 2019	Last revision	July 2019
Organisation	Song Saa Foundation		
Authorised by	Melita Hunter, Executive Director		

Purpose

The Song Saa Foundation is committed to pay scale equity across all job levels and pay-scale gradients for employees. Pay scale equity addresses salary, wage, and benefits discrepancies within the organization. The goal of this pay scale equity program is to attract and retain creative individuals by paying them a livable wage, and to place value in what individuals do at every level of the organization.

Policy statement

In accordance with our Non-Discrimination Policy, the Song Saa Foundation applies its pay scale equity program equally to all employees without regard to race, color, religion, gender, sexual orientation, national or ethnic origin, age, genetic information, disability, veteran status, or any other legally-protected characteristics.

The Song Saa Foundation recognises that there are real and merited differences in employee compensation scales within the organization's pay scale equity program, but puts a realistic and equitable maximum limit on the difference in this compensation at 1:8. In this ratio '1 (one)' represents the compensation of the lowest compensated full-time employee and '8 (eight)' represents the compensation of the highest compensated employee.

Title	Policy on Gender Pay Equity		
Effective date	July 2019	Last revision	July 2019
Organisation	Song Saa Foundation		
Authorised by	Melita Hunter, Executive Director		

Purpose

Gender pay equity is when men and women receive equal pay for work of equal or comparable value. In practical terms, this means that best practice employers ensure that men and women performing the same work are paid the same amount. As a best practice employer the Song Saa Foundation is taking steps to ensure that gender-based pay discrimination has no place in our remuneration system.

Policy statement

The Song Saa Foundation is committed to ensuring there is no gender-based wage discrimination within our organisation. In reviewing our pay scale as it relates to gender, The Song Saa Foundation's goal is to eliminate systemic bias and discrimination that adds to the under-valuation of work performed by women and to ensure that women are treated on the same basis as men in terms of compensation for the work they perform. All employees performing the same or similar work of equal value will be compensated on exactly the same pay scale.

The Song Saa Foundation's gender pay scale is intended to meet or exceed legislated wage requirements and industry standards, and to compensate, on the same basis, individuals performing the same or similar work, or work of equal value, regardless of gender.

Title	Policy on Non-Discrimination		
Effective date	July 2019	Last revision	July 2019
Organisation	Song Saa Foundation		
Authorised by	Melita Hunter, Executive Director		

Purpose

Our non-discrimination policy explains how we prevent discrimination and protect our employees, customers and stakeholders from offensive and harmful behaviors. This policy supports our overall commitment to create a safe and happy workplace for everyone.

Policy statement

The Song Saa Foundation does not and shall not discriminate on the basis of race, color, religion (creed), gender, gender expression, age, national origin (ancestry), disability, marital status, sexual orientation, or military status, in any of its activities or operations. These activities include, but are not limited to, hiring and firing of staff, selection of volunteers and vendors, and provision of services. We are committed to providing an inclusive and welcoming environment for all members of our staff, clients, volunteers, subcontractors, vendors, and clients.

The Song Saa Foundtion is an equal opportunity employer. We will not discriminate and will take affirmative action measures to ensure against discrimination in employment, recruitment, advertisements for employment, compensation, termination, upgrading, promotions, and other conditions of employment against any employee or job applicant on the bases of race, color, gender, national origin, age, religion, creed, disability, veteran's status, sexual orientation, gender identity or gender expression.

Title	Policy on Living Wage Commitment		
Effective date	July 2019	Last revision	July 2019
Organisation	Song Saa Foundation		
Authorised by	Melita Hunter, Executive Director		

Purpose

The purpose of a living wage is to make sure that all full-time workers have enough money to live above the local poverty level. A living wage isn't enough to improve one's quality of life or protect against emergencies. As such, the Song Saa Foundation is committed to providing financial compensation above the living wage to all employees.

Policy statement

A living wage is defined as financial compensation that reflects what an individual needs to support themselves and their family above the poverty line. It is based on the actual cost of living within a community, and helps provide an adequate standard of living.

As a Cambodian registered organisation, the Song Saa Foundation uses the living wage benchmark as decreed by the Kingdom of Cambodia's Ministry of Labour. This figure is supported and endorsed in Cambodia by a tripartite commission (union, government, employers).

The Song Saa Foundation will always pay its full-time staff above the minimum national living wage. In addition, staff who reside in remote locations (e.g. in the Koh Rong archipelago, Cambodia) will be provided with accommodation, three meals per day and other benefits, to supplement their annual salary and increase their quality of life. We make every effort to provide competitive compensation at industry and market standards.

The Song Saa Foundation advocates for the benefits and payment of a living wage at other organisations in the non-profit and other sectors.

Title	Policy on Worker Happiness		
Effective date	July 2019	Last revision	July 2019
Organisation	Song Saa Foundation		
Authorised by	Melita Hunter, Executive Director		

Purpose

The Song Saa Foundation recognises that maintaining a happy and fulfilled workforce enhances employee retention, employee productivity, and employee morale.

Policy statement

The Song Saa Foundation is committed to creating, maintaining, and supporting a positive work environment that is conducive to and fosters worker happiness and job satisfaction. We wish to provide a workplace where our employees are happy and satisfied.

The Song Saa Foundation wishes to support its employees and their families by striving to create an appropriate work/life balance. We therefore will assess how well we are doing in this regard by the use of an annual 'worker happiness survey'. The full 100% of the Song Saa Foundation's full-time and part-time employees who have been with the organisation for at least six months will complete the survey. The average survey findings will be provided to the employees and the Song Saa Foundation will address any shortcomings that may be suggested in the survey.

2019 Results

Considering all aspects of your job, how satisfied are you with your organization?
Average Score: 8.60

How likely is it that you would recommend your organization as a good place to work?
Average Score: 8.80

Title	Policy on ‘Family Friendly’		
Effective date	July 2019	Last revision	July 2019
Organisation	Song Saa Foundation		
Authorised by	Melita Hunter, Executive Director		

Purpose

The Song Saa Foundation recognises that a solid and healthy family life enhances employee retention, employee productivity, and employee morale.

Policy statement

The Song Saa Foundation implements the following family friendly policies:

1. Health insurance for employees that is 100% covered by employer (in-patient care)
2. Life insurance for all local (Cambodian) staff
3. Provision of three (3) days of personal leave (emergency leave) per year
4. Provision of five (5) days of paid sick leave per year
5. Provision of flexible hours, where job needs allow
6. Provision of telecommuting, where job and role permits, under special circumstances
7. Provision of Song Saa Private Island “villa nights” to management staff, for family and friends to utilise at the employee’s discretion
8. 12 weeks paid and employment-protected maternity leave
9. 12 weeks paid and employment protected parental leave
10. 3 weeks paid and employment protected paternity leave

Personal/Emergency leave may be used as-needed and includes, but is not limited to, the following: doctor’s appointments, child illness, voting, jury duty, mental wellness, attending funerals, spousal care at home, and for school emergencies.

Title	Policy on Volunteering		
Effective date	July 2019	Last revision	July 2019
Organisation	Song Saa Foundation		
Authorised by	Melita Hunter, Executive Director		

Purpose

The Song Saa Foundation believes that volunteering is a positive way for staff to feel fulfilled and rewarded in the workplace.

Policy statement

The Song Saa Foundation is committed to demonstrating the nature and extent of its community volunteer involvement. Community volunteering is an investment in a community and its people.

The Song Saa Foundation believes volunteering provides valuable community services and strengthens a community by supporting families, supporting youth, improving schools, and beautifying the community. Community volunteering is an important measure of the civic health of a community. We therefore actively encourage our employees to seek out volunteer opportunities within the community that align with the goals, both personal and professional, of the employee and the Song Saa Foundation. To this end, the Song Saa Foundation provides the opportunity for up to 4 (four) hours per month (48 hours per year), mutually agreed upon, paid time off work for each employee to participate in volunteer activities as a service to local communities and our coastal environments.

Title	Policy on Positive Products		
Effective date	July 2019	Last revision	July 2019
Organisation	Song Saa Foundation		
Authorised by	Melita Hunter, Executive Director		

Purpose

The Song Saa Foundation believes that responsible use and purchasing of 'positive products and services' is for the betterment of our organisation, and for those communities in which we operate. We endorse 'positive products' and promote ethical buying to partners, donors and supporters.

Policy statement

The Song Saa Foundation is committed to doing social good through the purchase and use of products and services that contribute to the betterment of people, communities, and the environment. These positive products and services, either directly for the user, or indirectly to others beyond the immediate user, contribute to beneficial outcomes and positively address societal concerns such as renewable energy, water services, public transportation, pollution and waste management, social and economic inequalities and injustices, discrimination, poverty and other social injustices, improvements in nutritional foods, health care and safety, advancements in education, animal welfare, promotion of the arts and sciences, and conservation and rehabilitation of the natural environment.

The Song Saa Foundation's positive products policy also refers to the production, selling, and purchase of fair trade products and services that are environmentally-friendly, people-friendly, and animal-friendly. The Song Saa Foundation has a policy of purchasing and investing only in positive products and services so that it contributes constructively to the community. We strive to purchase only positive products for its use and use positive services for our operations. The Song Saa Foundation believes it is important to purchase products with the entire life cycle of the product in mind. This belief means that we are committed to positive life cycles from investment to design, manufacture, sale, use, reuse, and so on.

The Song Saa Foundation is committed to the avoidance of the use of negative products as much as it is about the use of positive products and services, and it is not involved in any activities, services, or businesses that support, or are involved in these activities. The Song Saa Foundation is a non-profit organisation, and, as such, is not involved in the manufacture, provision, purchase, or use of products and services such as armaments and firearms, alcohol, tobacco, narcotics and other illicit drugs, gambling, pornography, prostitution, payday lending, organised crime, clear-cut logging, genetically-modified foods or patenting life, fossil fuel extraction and refining, known or suspected carcinogens. We also strive to avoid dangerous materials and chemicals, the nuclear industry, and non-nutritional "junk" foods and beverages. The Song Saa Foundation prohibits the use of its financial and human resources for the manufacture, provision, purchase, or use of the above listed products and services.

Title	Policy on Transparency		
Effective date	July 2019	Last revision	July 2019
Organisation	Song Saa Foundation		
Authorised by	Melita Hunter, Executive Director		

Purpose

The Song Saa Foundation believes that all non-profit organisations have the responsibility to declare their annual earnings, in addition to providing annual updates to donors, partners and supporters in the form of narrative reporting.

Policy statement

The Song Saa Foundation is committed to being ethically transparent in all aspects of its operation. We support a voluntary, full-disclosure policy and provide ongoing, open access to internal and external audiences on important organisational information. This information includes the Song Saa Foundation's vision, purpose, goals, governance structure, environmental impacts, audited financials, annual reports, and our involvement in social and environmental causes.

Title	Policy on Employee Benefits		
Effective date	July 2019	Last revision	July 2019
Organisation	Song Saa Foundation		
Authorised by	Melita Hunter, Executive Director		

Purpose

The Song Saa Foundation recognises that maintaining a happy, healthy and fulfilled workforce enhances employee retention, employee productivity, and employee morale.

Policy statement

The Song Saa Foundation is committed to providing comprehensive and rewarding benefits to all of its full-time employees (min. 30 hours per week). As such, we offer the following benefits package to all full-time staff:

1. Health insurance for employees that is 100% covered by employer (in-patient care)
2. Complete coverage of all work related travel – including but not limited to buses, taxis, flights and boats; plus a per diem allowance to cover necessary accommodation, food and drink
3. “Resident benefits” for all staff who live remotely for work purposes, including complete coverage of air conditioned accommodation, food (three meals per day), unlimited drinking water, WiFi, utilities, a laundry service, access to an in-house gym, and free medical care from our in-house doctor
4. 18 days of annual leave per year, plus the full allowance of Cambodian public holidays (28 days in 2019)
5. Monthly phone allowance to cover all work related calls
6. Senior leadership staff are provided with a monthly allowance to utilise the restaurants on Song Saa Private Island for food and beverages
7. Annual staff trip within Cambodia – incl. provision of transportation, accommodation, meals etc. Extended to all full time staff, ‘causals’ and interns.

Title	Policy on Full Time Employment		
Effective date	July 2019	Last revision	July 2019
Organisation	Song Saa Foundation		
Authorised by	Melita Hunter, Executive Director		

Purpose

The Song Saa Foundation is committed to providing full-time employment as the primary basis of its workforce.

Policy statement

Full-time employees, defined as those working 35 hours a week or more, are eligible for all benefit programs and plans. Part-time employees, defined as those working less than 35 hours a week are eligible for pro-rated sick time, vacation days, and holiday pay.

Full-time employees are expected to average a 40-hour work week, but can set reasonable hours that work for that individual, provided work is acceptable. The Song Saa Foundation considers collaboration to be an important part of working life and encourages employees to consider this when planning their weekly working hours.

While the Song Saa Foundation respects the personal time of its employees and strives to maintain regular working hours, overtime may periodically be required. This overtime will be offered as fully paid 'time off in lieu'. Salaried employees are expected to perform their role at the Song Saa Foundation within their weekly salaried hours. While overtime may be required, additional compensation will not be paid. If workload allows, a salaried employee is encouraged to take reasonable time off immediately following a period of extensive overtime. This time is not intended to be taken hour for hour.

The Song Saa Foundation always attempts to recruit full-time employees over contracted consultants, part-time employees, or temporary staff, wherever possible. Consultants, or equivalent, will be used in times of need.

Title	Policy on Local Sourcing		
Effective date	July 2019	Last revision	July 2019
Organisation	Song Saa Foundation		
Authorised by	Melita Hunter, Executive Director		

Purpose

The Song Saa Foundation believes local sourcing, or buying locally, is an important component of healthy and sustainable communities and economies. Local sourcing represents an opportunity for organisations to ensure a sustainable supply of goods and services while building a more locally based, self-sustaining economy and strengthening the social health of communities.

Policy statement

The Song Saa Foundation actively seeks out local sourcing opportunities for its needs. As a geographic component of local sourcing, and whenever possible, we will make purchases of goods and services from sources within a 200-mile radius. Regional sourcing will take place from within a 500-mile radius whenever possible. The majority of the Song Saa Foundation's goods and services are provided through a local town, 20 miles away from the organisation. In addition, we will always aim to purchase fresh produce from our local community, less than 1 mile from the organisation.

Title	Policy on Local Control		
Effective date	July 2019	Last revision	July 2019
Organisation	Song Saa Foundation		
Authorised by	Melita Hunter, Executive Director		

Purpose

The Song Saa Foundation seeks to have a direct relationship with the communities that it serves, and embraces the accountability that comes when senior leadership and stakeholders reside in the places they impact.

Policy statement

The Song Saa Foundation aims for its senior decision makers to live within the community where it is located. We actively encourage all employees and leaders to be personally connected to and vested in the communities and the environments within which we operate. In addition to the residency of its senior executives, 'Local Control' for the Song Saa Foundation includes those individuals who are accountable for the actions, and regional and local standing of the organisation, and those who make important decisions affecting our sustainability and the ongoing economic wellbeing of our employees and our local communities. This includes individuals such as members, foundation supporters, and sponsors.

The Song Saa Foundation currently operates over three distinct areas:

- Phnom Penh, Cambodia
- Koh Rong archipelago, Cambodia
- Hong Kong

100% of the Song Saa Foundation's employees live within a 6-mile radius of the organisation within their respective operational area.

Title	Policy on Animal Welfare		
Effective date	July 2019	Last revision	July 2019
Organisation	Song Saa Foundation		
Authorised by	Melita Hunter, Executive Director		

Purpose

The Song Saa Foundation's goal is to increase awareness, guide our partners, and contribute to responsible business practices relating to the humane and nurturing care of animals. We have a passion for the environment and wish to ensure that all animals – wild, reared and domesticated – are treated with respect and kindness.

Policy statement

The Song Saa Foundation has a commitment towards environmental responsibility including ethical and responsible standards in the use of animal-related products and services. To this end, we will not be involved in the production, promotion, or sale of goods and services that are antithetical to the wellbeing of animals. For the purposes of this policy, animal welfare refers to the ethical, merciful, non-abusive, and non-harmful treatment of animals, and to the prevention of any distress or pain so they enjoy a dignified and humane quality of life. This means that all animals must be humanely raised and cared for throughout their lives. When raised for food, animals must not be subject to factory farms, gestational crating, or other similar types of overtly restrictive confines, and they must be transported and humanely slaughtered in accordance with and beyond all Cambodian laws, regulations and guidelines. The Song Saa Foundation will only purchase products from suppliers who follow animal welfare practices, and will not conduct or participate in any animal testing or experimentation, or do business with enterprises that use inhumane animal treatment practices. We also do not conduct business with factory farms, do not conduct business with enterprises that use gestational crating or other similar types of overtly restrictive confines, and do not conduct business with slaughterhouses.

The Song Saa Foundation has numerous environmental conservation projects focussing on the rehabilitation of ecosystems and the conservation of local wildlife in coastal Cambodia.