



## TERMS OF REFERENCE: CONSULTANT TO DEVELOP A “GUIDE TO DIVERSITY, EQUITY & INCLUSION IN THE WORKPLACE” HANDBOOK.

### ABOUT THE ORGANISATION

The Initiative for Equal Rights (TIERS) is a non-profit organization founded in 2005 to create a society where human rights are guaranteed regardless of status, identity, orientation, and affiliation. We exist to protect, uphold, and promote the rights and humanity of all Nigerians through advocacy, empowerment, education, and the provision of safe platforms of convergence. Through its human rights advocacy work, TIERS engages with institutions, communities, and policy actors to address stigma, discrimination, and structural barriers affecting marginalised groups across Nigeria.

### BACKGROUND

Workplace discrimination remains a significant barrier to equitable participation in Nigeria’s labour market. Marginalised people face unequal access to employment and upon employment, the workplace poses another ground for discrimination based on age, disability, gender, diverse sexual orientation, gender identity and expression, and sex characteristics, health status etc. This leaves people living with HIV (PLHIV), women, persons with disabilities (PWDs), and people of diverse sexual orientation, gender identity and expression, and sex characteristics (SOGIESC) constantly battling stigma and discrimination in the workplace. In past five years, TIERS has recorded in its annual human rights violations reports, cases of unlawful termination and unfair dismissal from employment as a result of real or perceived SOGIESC. While in the past year, has provided legal representation for over 10 cases of unlawful termination and unfair dismissal on the basis of HIV status, with 2.5 million naira won in compensation for one of these cases.

In 2015, all UN member states - including Nigeria - adopted the Sustainable Development Goals (SDGs) with commitment to fulfilling these goals by 2030. The SDG 10.2 which aims to “empower and promote the social, economic, and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion, or economic or other status.”, is an important reference to the need for the implementation of anti-discrimination protections to safeguard marginalised groups who are most susceptible to workplace discrimination. Nigeria has several anti-discrimination laws, including those that specifically address workplace discrimination and is party to legal frameworks that protect against workplace discrimination. Some of these legal protections are;

**Embrace Diversity, Stop Discrimination**

12A Atiba Osbourne street, Mende Maryland



At the international level

- the International Labour Organisation (ILO) Equal Remuneration Convention of 1951
- the Discrimination (Employment and Occupation) Convention of 1958.

At the national level,

- the Constitution of the Federal Republic of Nigeria, 1999 (as amended). While the Constitution provides a general prohibition against discrimination in all forms, it does not explicitly address discrimination arising from employment.
- the HIV/AIDS (Anti-Discrimination) Act, 2014,
- the Discrimination Against Persons with Disability (Prohibition) Act, 2018.
- Labour Act.

Despite these progressive laws, awareness and implementation of inclusive workplace policies remain limited across many Nigerian institutions. Many employers also lack practical guidance on how to translate Diversity, Equity, and Inclusion (DEI) principles into actionable workplace practices.

As part of an ongoing project - in partnership with ViiV Healthcare - focused on addressing stigma and discrimination within the workplace in Nigeria, TIERS is developing a practical guide for employers to support strengthening of organizational DEI frameworks and aligning workplace policies with existing anti-discrimination laws and global best practices. This guide will take an intersectional approach to workplace inclusion, providing guidance on creating equitable environments for;

- People living with HIV/AIDS (PLHIV)
- People of diverse sexual orientation, gender identity and expression, and sex characteristics (SOGIESC)
- Persons with disabilities (PWDs)
- Women
- other underrepresented and discriminated groups

## OBJECTIVES

- To create a guide that serves as a reference to workplaces when implementing DEI strategies.
- Provide Nigerian employers with practical guidance for strengthening Diversity, Equity and Inclusion within workplace systems and policies.
- Support organizations in aligning workplace policies and practices with Nigeria's HIV/AIDS Anti-Discrimination Act and other relevant legal frameworks.



- Offer clear tools, frameworks, and best practices that organizations can adopt to create inclusive and equitable workplaces.
- Highlight practical case studies and experiences from Nigerian organizations implementing workplace inclusion practices.
- Support HR professionals and organizational leaders in identifying and addressing discriminatory workplace practices, including recruitment processes, workplace culture, and employee engagement systems.

## SCOPE OF WORK

To ensure the guide is practical, accessible, and relevant to Nigerian workplaces, TIERs seeks to collaborate with an experienced **HR advisory firm or HR/Policy consultant** with expertise in organizational development, workplace inclusion, and policy design. The selected consultant or HR firm will work closely with the TIERs team to design and produce a comprehensive and practical Workplace DEI Handbook targeted at employers and HR professionals in Nigeria.

The consultant will be expected to:

1. Review the concept note and reference guides provided by TIERs.
2. Propose a detailed framework and table of contents for the handbook.
3. Conduct desk research on workplace diversity, equity, and inclusion practices within Nigeria and relevant international contexts.
4. Review existing legal frameworks and policy instruments relevant to workplace inclusion, including the HIV/AIDS Anti-Discrimination Act.
5. Develop practical content covering key areas such as:
  - Inclusive recruitment practices
  - Gender-coded language in job advertisements
  - Anti-discrimination workplace policies
  - Inclusive workplace culture and leadership
  - Workplace protections for PLHIV
  - Disability inclusion in workplace design and policy
  - Gender equality and women's workplace participation
  - Creating safe and respectful workplaces for people of diverse SOGIESC
6. Integrate practical tools, templates, checklists, relevant laws/policies and actionable recommendations for employers in an annex.
7. Facilitate short consultations or interviews with selected HR professionals and organizations to gather insights on workplace inclusion practices.



8. Develop brief case studies or expert insights from organizations implementing DEI initiatives (for example, corporate organizations, creative sector organizations, or SMEs).
9. Work with TIERS to ensure the handbook is structured in a user-friendly format suitable for employers and HR professionals.
10. Support the development of simplified companion materials (e.g., flyers or summary sheets) that can be shared with staff in the workplace.

## REFERENCE MATERIALS

To guide the development of the handbook, TIERS has included sample guides and reference materials that reflect the style, structure, and level of detail desired for the final publication.

The attachments include:

[Sample Guide 1](#) – The general structure of the sample is worth noting.

[Sample Guide 2](#) – In addition to the structure of the title, the chapter on *Gender-Coded Language in Job Ads* is relevant in addressing subtle language that promotes gender inequality in the workplace and should be included.

[Sample Guide 3](#) – A key section to consider including is the section with quotes from professionals about how DEI policies improved their work experience.

Research study reference

<https://www.lawjournals.net/assets/archives/2025/vol7issue1/7010.pdf>

## DELIVERABLES

The consultant will be expected to deliver the following:

- First draft of the document titled **“A GUIDE TO DIVERSITY, EQUITY & INCLUSION IN THE WORKPLACE”**
- Review presentation with the TIERS team.
- Revised and finalized version of the document ready for design and publication.
- Pocket-sized flyer with summarized key points to be handed out to staff by HR/Admin.

## TIMELINE

- **Duration:** 3 weeks
- **Anticipated Start Date:** 20 March 2026
- **Draft Submission:** 3 April 2026



- **Final Deliverable:** 14 April 2026

## PAYMENT

- The consultant will receive a professional fee of **N1,000,000**, payable according to agreed milestones and in two instalments.

## ELIGIBILITY CRITERIA

Interested consultants or firms should demonstrate:

- Proven experience in **Human Resources advisory, organizational development, or workplace policy development.**
- Demonstrated expertise in **Diversity, Equity, and Inclusion (DEI) frameworks or workplace inclusion strategies.**
- Experience working on **human rights, gender equality, disability inclusion, or anti-discrimination initiatives.**
- Strong understanding of the **Nigerian workplace and policy environment.**
- Excellent research, analytical, and professional writing skills.

## APPLICATION PROCESS

Interested consultants or firms should submit:

- A short organizational profile or CV (max 3 pages)
- A brief concept note outlining proposed methodology and approach
- An estimated budget or quotation for the scope of work
- Examples of relevant previous work

Applications should be sent to:

[@info@initiative4equality.org](mailto:info@initiative4equality.org)

Copy:

**Alexandra**

[amaduagwu@initiative4equality.org](mailto:amaduagwu@initiative4equality.org)

**Maduagwu**

Subject

Application – Development of Workplace DEI Handbook

line:

Application deadline: 17 March 2026