THE POLICY MANUAL OF THE GLOBAL NEWBORN SOCIETY

Each time we lose an infant,
we lose an entire life and its potential®

FOUNDING EDITION

2026

GREATER WASHINGTON METROPOLITAN AREA, USA

THE POLICY MANUAL

GLOBAL NEWBORN SOCIETY

Founding Edition

2026

Policies for the Governance, Administration, and Stewardship of the Global Newborn Society

Every Baby Counts®

Each Time We Lose an Infant, We Lose an Entire Life and Its Potential®

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Global Newborn Society
Greater Washington Metropolitan Area
USA

FOUNDING AUTHORSHIP AND DEVELOPMENT

The Founding Edition of this Manual was conceived, developed, and principally authored by

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Founder President–Chief Executive Officer
Global Newborn Society

The Manual was developed as part of the founding governance framework of the Global Newborn Society and reflects its Mission, Constitutional Identity, Founding Philosophy, Enduring Principles, Constitution, and Bylaws.

The policies contained in this Manual were reviewed and adopted under the authority of the Board of Directors. This statement records the founding authorship of this Edition and does not supersede the continuing governance authority of the Board of Directors.

Dedication

Dedicated to every newborn infant—

those whose lives have been saved,

those whose lives continue to inspire scientific discovery,

and those whose memory strengthens our commitment

that every baby counts.

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PREFACE

The Board Policy Manual complements the Constitution, Bylaws, and Governance Handbook of the Global Newborn Society by establishing policies that support the effective governance, administration, and operation of the Society.

Unlike the Constitution and Bylaws, which establish the Society's governing framework, the policies contained in this Manual are intended to provide practical guidance for the implementation of that framework. Policies may be adopted, amended, or repealed by the Board of Directors as the needs of the Society evolve, provided they remain consistent with the Constitution and Bylaws.

The policies contained in this Manual promote consistency, accountability, transparency, responsible stewardship, and effective administration while preserving the Society's Constitutional Identity, Founding Philosophy, and Enduring Principles.

This Manual should be reviewed periodically to ensure that it continues to reflect the Society's mission, governance needs, applicable law, and best practices.

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STANDARDIZED POLICY FRAMEWORK

INTRODUCTION

The Policy Manual of the Global Newborn Society provides the institutional framework through which the principles, authorities, and responsibilities established in the Constitution and Bylaws are translated into policies governing the activities of the Society.

Each policy derives its authority from, and shall remain consistent with, the governing documents of the Society. Collectively, these policies promote sound governance while providing the operational flexibility necessary for an evolving international organization.

To promote clarity, consistency, accountability, and institutional continuity, every policy in this Manual shall follow a standardized framework comprising three principal components:

A. Document Control — establishes the identity, authority, ownership, status, and review requirements of the policy.

B. Standardized Policy Architecture — organizes the substantive provisions through thirteen headings across four functional domains: **1. Foundation; 2. Principles and Accountability; 3. Implementation and Assurance; and 4. Integration and Continuity.** Together, these domains provide a logical progression from policy definition through implementation, oversight, integration, and continuing review.

C. Version History — preserves the chronological record of adoption and substantive revisions.

Together, these components establish a consistent institutional framework for the administration, application, and preservation of Society policies.

The framework shall be applied throughout the Policy Manual. Policies may vary in length and complexity, and a substantive heading may be designated *not applicable* when appropriate, without altering the standardized architecture. This common structure enables policies to remain readily identifiable, interpretable, and maintainable across successive generations of institutional leadership.

STANDARDIZED POLICY FRAMEWORK

DOCUMENT CONTROL

Document Control establishes the official administrative identity and current status of each policy. It shall appear at the beginning of the policy, before the substantive policy provisions.

The standardized Document Control record shall contain:

FIELD	INFORMATION RECORDED
Policy Number	Official policy number
Policy Title	Full approved title
Policy Category	Classification within the Policy Manual
Responsible Authority	Governing body with principal authority
Policy Owner	Office or individual responsible for policy oversight
Administrative Custodian	Office responsible for maintaining authoritative records
Original Adoption	Date of initial adoption
Most Recent Revision	Date of most recent substantive revision
Effective Date	Date on which the current policy takes effect
Next Scheduled Review	Date or period for the next formal review
Review Cycle	Established frequency of review
Supersedes	Previous policy or version replaced, where applicable
Document Status	Current status of the policy

Document Control constitutes administrative metadata and is not numbered as a substantive policy provision.

Related Documents shall not ordinarily be included in Document Control because related governing and institutional materials are addressed substantively under Section 11, **Related documents, standardized policy provisions.**

The substantive provisions of every policy shall be organized through the following thirteen headings (continued on next page).

STANDARDIZED POLICY FRAMEWORK

THE POLICY ARCHITECTURE

Every policy shall follow the standardized sequence established below. The four functional domains and their constituent elements are summarized in **Fig. 1**.

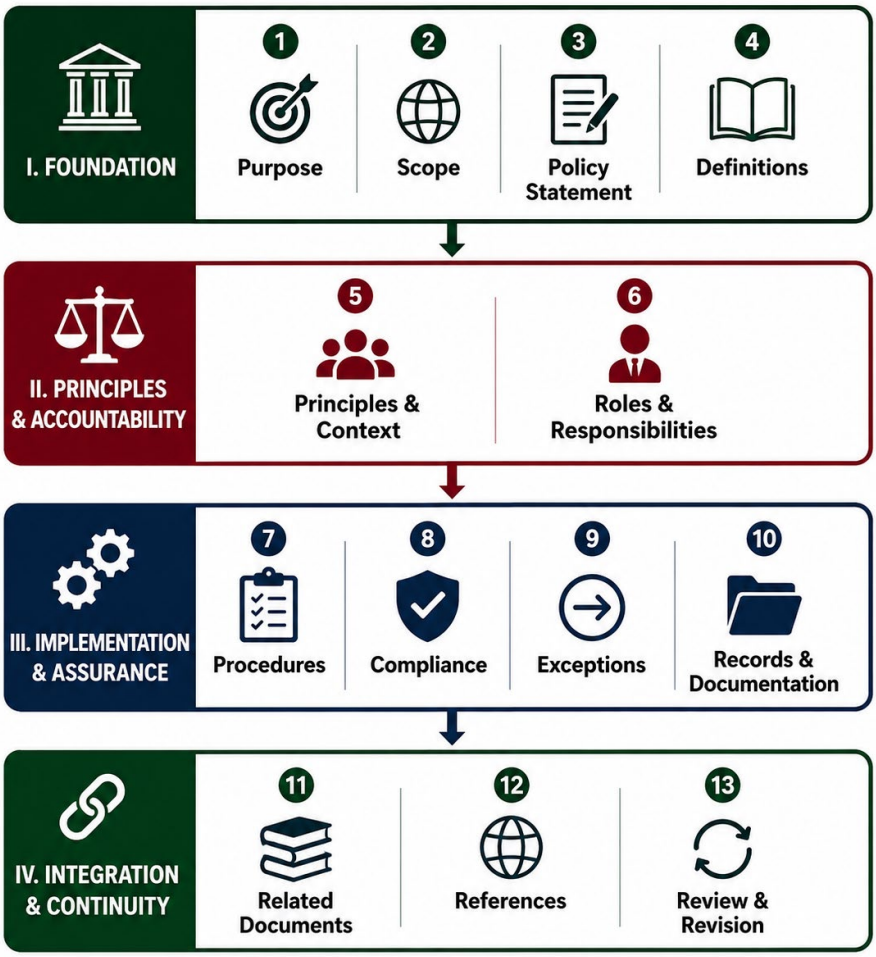

Fig. 1. Standardized policy framework. The four domains provide a consistent structure for the development, implementation, and continuing stewardship of Global Newborn Society policies.

STANDARDIZED POLICY FRAMEWORK

I. FOUNDATION

The Foundation establishes the basis, scope, and formal authority of the policy.

1. Purpose

The Purpose states the reason for the policy, the institutional need it addresses, and the objective it is intended to achieve.

The Purpose shall establish the relationship of the policy, as appropriate, to the mission, governance responsibilities, institutional obligations, or activities of the Global Newborn Society.

2. Scope

The Scope identifies the individuals, bodies, programs, activities, circumstances, and settings to which the policy applies.

The Scope shall define the applicability of the policy with sufficient clarity to permit affected individuals and institutional bodies to understand their responsibilities.

3. Policy statement

The Policy Statement articulates the formal position, requirements, standards, or expectations established by the Global Newborn Society.

The Policy Statement shall constitute the principal institutional declaration governing the subject of the policy and shall be consistent with the

Constitution, Bylaws, and other superior governing authorities of the Society.

4. Definitions

Definitions clarify terms requiring specific or consistent interpretation in the application of the policy.

Terms defined in the Constitution or Bylaws shall retain their established meaning unless a different meaning is expressly required by the context and is consistent with the governing documents of the Society.

II. PRINCIPLES AND ACCOUNTABILITY

This domain establishes the principles governing interpretation and implementation of the policy and identifies responsibility for its application and oversight. **It ensures that institutional action remains both principled in its purpose and accountable in its execution.**

5. Guiding Principles and Contextual Considerations

Guiding Principles and Contextual Considerations identify the ethical, scientific, governance, equity, stewardship, and other principles relevant to interpretation and implementation of the policy.

Where appropriate, consideration shall be given to differences in local expertise, resources, institutional capacity, culture, sustainability, legal and regulatory environments, and other circumstances relevant to the international activities of the Society.

Application of contextual considerations shall remain consistent with the mission, Founding Philosophy, Enduring Principles, Constitution, and Bylaws of the Global Newborn Society.

6. Roles and Responsibilities

Roles and Responsibilities identify responsibility for decision-making, implementation, oversight, monitoring, reporting, and accountability. **Responsibilities shall be defined with sufficient clarity to establish appropriate authority and accountability for institutional action.**

Authority and responsibility shall be assigned consistently with the Constitution, Bylaws, and established governance structure of the Society. **Delegation of responsibility shall not diminish the accountability of the body or office retaining ultimate authority.**

Responsibilities may be assigned, as applicable, to the Board of Directors, Founder President–Chief Executive Officer or successor, Officers, Chairs, committees, Secretariat, Members, employees, volunteers, representatives, or other persons or bodies acting under the authority of the Society.

III. IMPLEMENTATION AND ASSURANCE

This domain establishes how the policy is implemented, how adherence is maintained, and how institutional actions are documented.

7. Procedures

Procedures establish the processes through which the policy is implemented and administered.

Procedures may include requirements relating to authorization, approval, disclosure, consultation, decision-making, communication, reporting, monitoring, documentation, escalation, or other actions necessary for effective implementation.

Detailed administrative procedures, forms, protocols, checklists, or operational guidance may be maintained separately when appropriate, provided that they remain consistent with the governing policy.

8. Compliance

Compliance establishes expectations for adherence to the policy and, where applicable, mechanisms for monitoring and addressing noncompliance.

Concerns regarding noncompliance shall be considered fairly, objectively, and in accordance with applicable governing documents, policies, procedures, and law.

Corrective or remedial action shall be proportionate to the nature and circumstances of the matter and undertaken by the authority responsible for its consideration.

9. Exceptions

Exceptions identify circumstances in which deviation from the requirements of a policy may be authorized and the authority empowered to approve such deviation.

Exceptions shall be limited, justified, appropriately authorized, and documented when required.

No exception may authorize an action inconsistent with the Constitution, Bylaws, applicable law, or fundamental institutional obligations of the Society.

Where exceptions are not permitted or are not applicable, this shall be indicated within the policy.

10. Records and documentation

Records and Documentation establish requirements for the creation, maintenance, reporting, retention, confidentiality, protection, accessibility, and preservation of records associated with implementation of the policy.

Official records shall be maintained in accordance with applicable law, the governing documents of the Society, established records-management requirements, and any applicable confidentiality or data-protection obligations.

The Secretariat shall serve as custodian of official institutional records except where responsibility is assigned otherwise by the Constitution, Bylaws, policy, or applicable law.

IV. INTEGRATION AND CONTINUITY

This domain connects each policy with the broader governance framework of the Society and provides for its continuing relevance and institutional preservation.

11. Related documents

Related Documents identify relevant provisions of the Constitution, Bylaws, policies, procedures, committee charters, forms, agreements, resolutions, and other official documents of the Global Newborn Society.

Identification of related documents promotes consistency across the Society's governance framework and facilitates interpretation and implementation of individual policies.

12. References

References identify relevant external legal, regulatory, professional, ethical, scientific, or other authoritative sources supporting or informing the policy.

References shall be selected according to the nature and purpose of the policy and should, where appropriate, prioritize authoritative, current, and internationally relevant sources.

The inclusion of an external reference shall not supersede the Constitution, Bylaws, or other governing authority of the Global Newborn Society.

13. Review and revision

Review and Revision establishes provisions for periodic evaluation and amendment of the policy to maintain its relevance, effectiveness, accuracy, and consistency with the evolving needs and obligations of the Society.

Policies shall be reviewed at intervals appropriate to their subject matter and may be reviewed earlier when changes in law, regulation, governance, organizational structure, professional standards, scientific knowledge, institutional activities, or other circumstances warrant reconsideration.

Revisions shall be approved by the authority designated under the governing documents and policies of the Society.

The Secretariat shall preserve the authoritative current version and institutional history of each policy.

VERSION HISTORY

Version History shall appear at the conclusion of every policy and shall provide the permanent chronological record of its adoption and subsequent substantive revisions.

The standardized Version History shall contain:

Version	Date	Description	Approved by
1.0	Date of original adoption	Founding Policy	Board of Directors

Subsequent substantive revisions shall be entered sequentially so that the institutional development of the policy can be readily identified.

Version History constitutes an institutional record and is not numbered as a substantive policy provision.

STANDARDIZED POLICY FRAMEWORK

APPLICATION OF THE STANDARDIZED FRAMEWORK

Every policy of the Global Newborn Society shall therefore follow a common sequence:

Document control

↓

Foundation

Purpose → Scope → Policy Statement → Definitions

↓

Principles and accountability

Guiding Principles and Contextual Considerations → Roles and Responsibilities

↓

Implementation and assurance

Procedures → Compliance → Exceptions → Records and Documentation

↓

Integration and continuity

Related Documents → References → Review and Revision

↓

Version history

This architecture distinguishes three complementary functions within every policy: **administrative identification, substantive governance, and historical preservation**.

Document Control establishes what the policy **is and who is responsible for it**. The thirteen standardized provisions establish **what the policy requires and how it operates**. Version History establishes **how the policy has evolved over time**.

STANDARDIZED POLICY FRAMEWORK

Together, these elements allow individual policies to remain responsive to their particular subject matter while ensuring that the Policy Manual functions as a coherent, accessible, accountable, and enduring system of institutional governance.

INSTITUTIONAL PRINCIPLE

Identify clearly. Govern consistently. Preserve faithfully.

EPILOGUE

The standardized policy framework provides more than consistency of format. It establishes a common institutional language through which the Global Newborn Society can translate its principles into action, assign responsibility with clarity, preserve accountability, and maintain continuity across successive generations of leadership.

Every policy begins with an institutional identity, proceeds through a common governance architecture, and concludes with a record of its history. In this way, a policy is not simply a statement of present requirements; it becomes an identifiable and traceable component of the Society's enduring governance framework.

Individual policies will necessarily differ in purpose, scope, complexity, and application. Their common architecture ensures that each remains connected to the same constitutional foundation and can be understood as part of an integrated system of governance.

As the Society develops, new circumstances will arise, scientific knowledge will advance, professional standards will evolve, and the environments in which the Society works will change. Its policies must therefore be sufficiently adaptable to remain effective without losing fidelity to the principles from which they derive.

STANDARDIZED POLICY FRAMEWORK

Standardization provides continuity without requiring uniformity. Context permits thoughtful application without compromising principle. Documentation preserves accountability. Periodic review permits responsible evolution without weakening institutional memory.

Through this framework, each policy becomes part of a larger institutional continuum—linking the Constitution and Bylaws to policy, policy to action, action to accountability, and present responsibilities to the stewardship of the Society for those who will follow.

The enduring value of a policy is therefore measured not only by what it requires, but also by the clarity of its authority, the integrity of its implementation, the transparency of its history, and the degree to which it advances the mission and strengthens the future of the Global Newborn Society.

CLOSING PRINCIPLE

Principles give policies a purpose. Structure gives consistency. Documentation gives accountability. Stewardship brings continuity.

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POLICY 1

GOVERNANCE PRINCIPLES AND BOARD AUTHORITY

INTRODUCTION

This Policy establishes the framework governing the development, approval, implementation, review, amendment, and retirement of policies adopted by the Board of Directors of the Global Newborn Society.

Board policies translate the Constitution and Bylaws into operational requirements and institutional practices necessary for the effective governance, administration, and continuing development of the Society.

All policies shall remain consistent with the Constitution, Bylaws, Founding Philosophy, Enduring Principles, applicable law, and institutional obligations of the Society.

DOCUMENT CONTROL

Document Control establishes the official administrative identity and current status of this Policy and shall be maintained in accordance with the standardized Document Control requirements of the Policy Manual.

STANDARDIZED POLICY ARCHITECTURE

I. FOUNDATION

1. Purpose

This Policy establishes the principles and procedures governing the development, approval, implementation, review, amendment, and retirement of Board policies adopted by the Global Newborn Society.4

It ensures that Board policies remain consistent with the Constitution, Bylaws, Founding Philosophy, Enduring Principles, applicable law, and institutional needs of the Society.

2. Scope

This Policy applies to all Board policies adopted by the Board of Directors and to all individuals and bodies responsible for their development, approval, implementation, administration, review, amendment, retirement, or preservation.

POLICY 1

GOVERNANCE PRINCIPLES AND BOARD AUTHORITY

3. Policy Statement

The Board of Directors shall adopt policies necessary to support the effective governance, administration, and operation of the Society.

Board policies shall:

- implement and remain consistent with the Constitution and Bylaws;
- provide practical guidance for the governance and administration of the Society;
- promote consistency, accountability, transparency, and effective stewardship;
- remain consistent with applicable law; and
- be reviewed periodically to ensure their continuing relevance and effectiveness.
- Board policies are adopted by the Board of Directors pursuant to the Constitution and Bylaws of the Global Newborn Society.

In the event of any inconsistency, the Constitution shall prevail, followed by the Bylaws and then applicable Board policies.

4. Definitions

For purposes of this Policy:

Board Policy — a policy formally adopted by the Board of Directors to govern or guide the activities, administration, or operation of the Society.

Amendment — a substantive modification to an existing Board policy approved by the Board of Directors.

Retirement — the formal withdrawal of a Board policy that is no longer required or applicable.

Policy Manual — the authoritative collection of Board policies adopted by the Board of Directors.

POLICY 1

GOVERNANCE PRINCIPLES AND BOARD AUTHORITY

II. PRINCIPLES AND ACCOUNTABILITY

5. Guiding Principles and Contextual Considerations

Board policies shall be developed, interpreted, and implemented in accordance with the following principles:

Consistency — Policies shall be developed and applied consistently throughout the Society.

Transparency — Policy development, approval, amendment, and retirement shall be appropriately documented and communicated.

Accountability — Authority and responsibility for policies shall be clearly established and appropriately exercised.

Stewardship — Policies shall strengthen the Society while preserving its Constitutional Identity, Institutional Heritage, and long-term mission.

Continuous Improvement — Policies shall be reviewed and revised when necessary to reflect changes in governance, organizational needs, professional standards, or applicable law.

Where appropriate, policy development and implementation shall consider differences in local expertise, resources, institutional capacity, culture, sustainability, legal and regulatory environments, and other circumstances relevant to the international activities of the Society.

Application of contextual considerations shall remain consistent with the mission, Founding Philosophy, Enduring Principles, Constitution, and Bylaws of the Global Newborn Society.

6. Roles and Responsibilities

The Board of Directors shall adopt, amend, and retire Board policies; establish policy priorities; ensure consistency with the Constitution and Bylaws; periodically review the Policy Manual; and oversee the Society's policy framework.

POLICY 1

GOVERNANCE PRINCIPLES AND BOARD AUTHORITY

The Founder President–Chief Executive Officer or successor shall recommend new policies and revisions; oversee implementation of approved policies; and advise the Board regarding policy matters affecting the governance, administration, or operation of the Society.

The Secretariat shall maintain the authoritative Policy Manual; incorporate Board-approved policies and amendments; maintain policy records and version histories; and preserve superseded and retired policies as part of the permanent institutional archives.

Other Officers, Chairs, committees, Members, employees, volunteers, representatives, or authorized bodies may participate in policy development, review, implementation, or administration as assigned by the appropriate authority.

Delegation of responsibility shall not diminish the accountability of the body or office retaining ultimate authority.

III. IMPLEMENTATION AND ASSURANCE

7. Procedures

Board policies shall ordinarily proceed through the following lifecycle:

Development — New policies may be proposed by the Board of Directors, Founder President–Chief Executive Officer or successor, a Board committee, or another individual or body authorized by the Board.

Review — Draft policies should ordinarily be reviewed by the appropriate committee, leadership group, or other designated authority before submission to the Board.

Approval — Board policies shall become effective upon approval by the Board of Directors unless another effective date is specified.

Implementation — The Founder President–Chief Executive Officer or successor and the Secretariat shall coordinate implementation of approved policies, with participation by other responsible individuals or bodies as appropriate.

POLICY 1

GOVERNANCE PRINCIPLES AND BOARD AUTHORITY

Amendment — Board policies may be amended by the Board of Directors when necessary to maintain their accuracy, relevance, effectiveness, or consistency with governing requirements.

Retirement — Policies that are no longer required shall be retired by action of the Board of Directors. Retired policies shall be preserved by the Secretariat as part of the permanent institutional archives.

8. Compliance

All individuals and bodies subject to Board policies shall comply with their applicable requirements.

Concerns regarding noncompliance shall be considered fairly and objectively in accordance with the Constitution, Bylaws, applicable policies and procedures, and law.

Corrective or remedial action, when required, shall be proportionate to the nature and circumstances of the matter and undertaken by the appropriate authority.

9. Exceptions

Exceptions to this Policy may be authorized only by the Board of Directors.

Exceptions shall be limited, justified, appropriately authorized, and documented when required.

No exception may authorize an action inconsistent with the Constitution, Bylaws, applicable law, or fundamental institutional obligations of the Society.

10. Records and Documentation

The Secretariat shall maintain the authoritative current version of each Board policy and records relating to its development, approval, implementation, review, amendment, and retirement.

Superseded and retired policies shall be preserved as part of the Society's permanent institutional archives.

Official policy records shall be maintained in accordance with applicable law, governing documents, records-management requirements, and applicable confidentiality and data-protection obligations.

POLICY 1

GOVERNANCE PRINCIPLES AND BOARD AUTHORITY

IV. INTEGRATION AND CONTINUITY

11. Related Documents

Related institutional documents include, as applicable:

- Constitution of the Global Newborn Society;
- Bylaws of the Global Newborn Society;
- Governance Handbook;
- Board Policy Manual;
- applicable Board resolutions;
- committee charters; and
- related policies, procedures, forms, and other official institutional documents.

Identification of related documents shall promote consistency across the Society's governance framework and facilitate the interpretation and implementation of Board policies.

12. References

Relevant external legal, regulatory, professional, ethical, scientific, or other authoritative sources may be identified when appropriate to the subject and purpose of a Board policy.

References should, where appropriate, be authoritative, current, and internationally relevant.

No external reference shall supersede the Constitution, Bylaws, or other superior governing authority of the Global Newborn Society.

13. Review and Revision

This Policy shall be reviewed at least every five years, or earlier when changes in the Constitution, Bylaws, applicable law, governance structure, organizational needs, professional standards, or other circumstances warrant reconsideration.

Revisions shall be approved by the Board of Directors in accordance with the governing documents and policies of the Society.

The Secretariat shall preserve the authoritative current version and institutional history of this Policy.

POLICY 1

GOVERNANCE PRINCIPLES AND BOARD AUTHORITY

VERSION HISTORY

Version History shall provide the permanent chronological record of the adoption and subsequent substantive revisions of this Policy.

The Secretariat shall maintain the Version History as part of the authoritative institutional record.

EPILOGUE

A disciplined policy-development process strengthens governance by ensuring that institutional policies remain authoritative, consistent, current, and capable of effective implementation.

Through systematic development, review, amendment, and preservation, the Global Newborn Society ensures that its policies can evolve with the institution while remaining anchored in its Constitution, Bylaws, Founding Philosophy, and Enduring Principles.

Governance Principles and Board Authority

DOCUMENT CONTROL

Policy Number	**Policy 1**
Policy Title	Governance Policy and Board Authority
Policy Category	Governance Policy
Responsible Authority	Board of Directors
Policy Owner	Board of Directors
Administrative Custodian	Secretariat
Original Adoption	August 1, 2026
Most Recent Revision	—
Effective Date	August 1, 2026
Next Scheduled Review	August 2031
Review Cycle	Every five years, or sooner if required
Supersedes	None (Founding Policy)
Related Documents	Constitution; Bylaws; Governance Handbook
Document Status	Active

VERSION HISTORY

Version	Date	Description	Approved By
1.0	August 1, 2026	Founding Policy	Board of Directors

POLICY 2

CODE OF CONDUCT

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POLICY 2

CODE OF CONDUCT

INTRODUCTION

The Global Newborn Society is committed to the highest standards of ethical leadership and professional conduct. Individuals acting on behalf of the Society share responsibility for preserving its integrity, reputation, and public trust.

This Policy establishes a common framework for conduct consistent with the Society's mission, Constitutional Identity, Founding Philosophy, Enduring Principles, and governing documents.

DOCUMENT CONTROL

Document Control establishes the official administrative identity and current status of this Policy and shall be maintained in accordance with the standardized Document Control requirements of the Policy Manual.

STANDARDIZED POLICY ARCHITECTURE

I. FOUNDATION

1. Purpose

This Policy establishes the standards of professional and ethical conduct expected of individuals serving in leadership or other official capacities within the Global Newborn Society.

It promotes integrity, professionalism, accountability, mutual respect, transparency, and responsible stewardship in support of the Society's mission, Constitutional Identity, Founding Philosophy, and Enduring Principles.

2. Scope

This Policy applies to Directors; the Founder President–Chief Executive Officer or successor; Chairs; Officers; Patrons; committee Chairs and members; members of the Secretariat; and any other individual acting on behalf of the Society in an official capacity.

POLICY 2

CODE OF CONDUCT

3. Policy Statement

The Global Newborn Society is committed to the highest standards of ethical leadership and professional conduct.

Individuals subject to this Policy shall act honestly, ethically, professionally, and in the best interests of the Society. They shall conduct themselves in a manner that strengthens public trust, protects the Society's reputation, and reflects the values established by its governing documents and policies.

This Policy is adopted by the Board of Directors pursuant to the Constitution and Bylaws of the Global Newborn Society.

4. Definitions

For purposes of this Policy:

Official Capacity — Any role, activity, communication, representation, or responsibility undertaken on behalf of or under the authority of the Global Newborn Society.

Conflict of Interest — An actual, potential, or perceived conflict between an individual's personal, professional, financial, institutional, or other interests and responsibilities to the Society.

Confidential Information — Nonpublic information obtained through service to the Society and subject to confidentiality obligations.

Professional Conduct — Conduct reflecting integrity, competence, accountability, respect, courtesy, and applicable ethical, professional, and institutional standards.

Harassment — Unwelcome conduct that creates an intimidating, hostile, degrading, or offensive environment or interferes with participation in Society activities.

Retaliation — Adverse action against an individual for reporting a concern in good faith, participating in a review or investigation, or exercising responsibilities under Society policy.

Society Resources — Funds, property, information, intellectual property, digital systems, records, names, marks, facilities, services, or other assets owned, controlled, or made available by the Society.

POLICY 2

CODE OF CONDUCT

II. PRINCIPLES AND ACCOUNTABILITY

5. Guiding Principles and Contextual Considerations

Individuals subject to this Policy shall be guided by the following principles:

Integrity — Act honestly, ethically, and in the best interests of the Society.

Professionalism — Demonstrate competence, courtesy, accountability, and respect in all Society activities.

Respect — Foster an inclusive, collegial, and collaborative environment that values diverse perspectives.

Transparency — Conduct Society business openly, responsibly, and with appropriate accountability.

Accountability — Accept responsibility for decisions, actions, and leadership responsibilities.

Stewardship — Protect the Society's mission, Constitutional Identity, Institutional Heritage, reputation, and resources for present and future generations.

These principles shall be interpreted with appropriate consideration of the international, multidisciplinary, and culturally diverse character of the Society.

Application of contextual considerations shall remain consistent with the mission, Founding Philosophy, Enduring Principles, Constitution, and Bylaws of the Global Newborn Society.

6. Roles and Responsibilities

The Board of Directors shall promote a culture of ethical leadership; establish and periodically review standards of professional conduct; address significant breaches of this Policy; and lead by example in demonstrating its principles.

The Founder President–Chief Executive Officer or successor shall promote awareness and implementation of this Policy; foster a culture of integrity, professionalism, and accountability; and advise the Board regarding significant conduct-related matters.

POLICY 2

CODE OF CONDUCT

Individuals subject to this Policy shall conduct themselves with honesty, integrity, professionalism, and respect; place the interests of the Society above personal interests when performing official responsibilities; comply with the Constitution, Bylaws, Board policies, and applicable law; disclose conflicts of interest in accordance with Board policy; maintain appropriate confidentiality; use Society resources responsibly; and serve as positive ambassadors for the Society.

Delegation of responsibility shall not diminish the accountability of the body or office retaining ultimate authority.

III. IMPLEMENTATION AND ASSURANCE

7. Procedures

Standards of conduct under this Policy shall be implemented through the following requirements.

Individuals subject to this Policy shall:

- demonstrate ethical leadership in all Society activities;
- communicate respectfully and constructively;
- encourage collaboration and collegiality;
- support evidence-informed decision-making;
- avoid discrimination, harassment, bullying, retaliation, or other inappropriate conduct;
- disclose actual, potential, or perceived conflicts of interest in accordance with applicable Board policy;
- maintain confidentiality in accordance with applicable Board policy;
- use Society resources responsibly; and
- protect the Society's reputation through exemplary personal and professional conduct.
- Concerns regarding conduct inconsistent with this Policy shall be reported through procedures established by the Board of Directors or applicable Board policies, including the Society's Whistleblower Protection Policy when appropriate.

Reports shall be considered fairly, objectively, and with appropriate confidentiality, consistent with applicable law and the governing documents, policies, and procedures of the Society.

POLICY 2

CODE OF CONDUCT

8. Compliance

All individuals subject to this Policy shall comply with its requirements.

Concerns regarding noncompliance shall be considered fairly and objectively in accordance with the Constitution, Bylaws, applicable policies and procedures, and law.

Failure to comply with this Policy may result in appropriate corrective or remedial action proportionate to the nature and circumstances of the matter and undertaken by the appropriate authority.

9. Exceptions

Exceptions to this Policy may be authorized only by the Board of Directors.

Exceptions shall be limited, justified, appropriately authorized, and documented when required.

No exception may authorize conduct inconsistent with the Constitution, Bylaws, applicable law, or fundamental institutional obligations of the Society.

10. Records and Documentation

Records relating to reports, reviews, determinations, and actions arising under this Policy shall be created and maintained as appropriate to the nature and circumstances of the matter.

Such records shall be maintained with appropriate confidentiality and protection in accordance with applicable law, governing documents, records-management requirements, and applicable data-protection obligations.

The Secretariat shall serve as custodian of official institutional records arising under this Policy except where responsibility is assigned otherwise by the Constitution, Bylaws, policy, or applicable law.

POLICY 2

CODE OF CONDUCT

IV. INTEGRATION AND CONTINUITY

11. Related Documents

Related institutional documents include, as applicable:

- Constitution of the Global Newborn Society;
- Bylaws of the Global Newborn Society;
- Governance Handbook;
- Board Policy Manual;
- Policy 3 — Conflict of Interest;
- Policy 4 — Confidentiality;
- Policy 5 — Whistleblower Protection;
- applicable records-management, data-privacy, anti-discrimination, harassment, or grievance policies; and
- related procedures, committee charters, resolutions, and other official institutional documents.

Identification of related documents shall promote consistency across the Society's governance framework and facilitate implementation of this Policy.

12. References

Relevant external legal, regulatory, professional, ethical, or other authoritative sources may be identified when appropriate to the interpretation or implementation of this Policy.

References should, where appropriate, be authoritative, current, and internationally relevant.

No external reference shall supersede the Constitution, Bylaws, or other superior governing authority of the Global Newborn Society.

13. Review and Revision

This Policy shall be reviewed at least every five years, or earlier when changes in the Constitution, Bylaws, applicable law, governance structure, organizational needs, professional standards, or other circumstances warrant reconsideration.

Revisions shall be approved by the Board of Directors in accordance with the governing documents and policies of the Society. The Secretariat shall preserve the authoritative current version and institutional history of this Policy.

POLICY 2

CODE OF CONDUCT

EPILOGUE

Ethical conduct is fundamental to responsible governance and to the trust placed in the Global Newborn Society by its Members, partners, professional communities, and the public.

By maintaining common standards of integrity, professionalism, respect, accountability, and stewardship, those who serve the Society protect its reputation, strengthen its institutions, and preserve its mission for future generations.

VERSION HISTORY

Version History shall provide the permanent chronological record of the adoption and subsequent substantive revisions of this Policy.

The Secretariat shall maintain the Version History as part of the authoritative institutional record.

POLICY DEVELOPMENT AND APPROVAL

DOCUMENT CONTROL

Policy Number	**Policy 2**
Policy Title	Code of Conduct
Policy Category	Governance Policy
Responsible Authority	Board of Directors
Policy Owner	Board of Directors
Administrative Custodian	Secretariat
Original Adoption	August 1, 2026
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Document Status	Active

VERSION HISTORY

Version	Date	Description	Approved By
1.0	August 1, 2026	Founding Policy	Board of Directors

POLICY 3

CONFLICT OF INTEREST

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POLICY 3

CONFLICT OF INTEREST

INTRODUCTION

The Global Newborn Society is committed to governance and decision-making that are impartial, transparent, and directed toward the best interests of the Society.

This Policy establishes a common framework for identifying and managing conflicts of interest in a manner that protects the integrity of the Society's governance, reputation, and public trust.

DOCUMENT CONTROL

Document Control establishes the official administrative identity and current status of this Policy and shall be maintained in accordance with the standardized Document Control requirements of the Policy Manual.

STANDARDIZED POLICY ARCHITECTURE

I. FOUNDATION

1. Purpose

This Policy establishes the principles and procedures for identifying, disclosing, evaluating, and managing actual, potential, and perceived conflicts of interest.

It protects the integrity of the Society's governance, promotes objective decision-making, preserves public trust, and safeguards the Society's mission, Constitutional Identity, Institutional Heritage, and reputation.

2. Scope

This Policy applies to Directors; the Founder President–Chief Executive Officer or successor; Chairs; Officers; Patrons; committee Chairs and members; members of the Secretariat acting in leadership or decision-making capacities; and any other individual authorized to participate in governance or decision-making on behalf of the Society.

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CONFLICT OF INTEREST

3. Policy Statement

Individuals subject to this Policy shall perform their responsibilities in the best interests of the Global Newborn Society.

They shall avoid circumstances in which personal, professional, financial, institutional, or other interests could influence, or reasonably appear to influence, the impartial exercise of their judgment.

All actual, potential, and perceived conflicts of interest shall be disclosed promptly and managed fairly, consistently, transparently, and in the best interests of the Society.

This Policy is adopted by the Board of Directors pursuant to the Constitution and Bylaws of the Global Newborn Society.

4. Definitions

For purposes of this Policy:

Actual Conflict of Interest — a circumstance in which an individual's personal, professional, financial, institutional, or other interests directly conflict with the interests of the Society.

Potential Conflict of Interest — a circumstance in which a conflict could reasonably arise because of existing relationships, commitments, financial interests, or other circumstances.

Perceived Conflict of Interest — a circumstance in which a reasonable person could conclude that an individual's judgment might be influenced, regardless of whether an actual conflict exists.

Recusal — withdrawal from discussion, deliberation, decision-making, or voting concerning a matter in which an individual has a conflict of interest.

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II. PRINCIPLES AND ACCOUNTABILITY

5. Guiding Principles and Contextual Considerations

Individuals subject to this Policy shall be guided by the following principles:

Integrity — Decisions shall be made in the best interests of the Society.

Transparency — Conflicts of interest shall be disclosed promptly and managed appropriately.

Objectivity — Governance decisions shall be impartial, evidence-informed, and mission-focused.

Accountability — Individuals are responsible for recognizing, disclosing, and appropriately managing conflicts of interest.

Public Trust — Responsible management of conflicts strengthens confidence in the Society and its leadership.

Stewardship — Protecting the integrity of governance preserves the Society's Constitutional Identity, Institutional Heritage, and long-term reputation.

These principles shall be interpreted with appropriate consideration of the international, multidisciplinary, and culturally diverse character of the Society.

Application of contextual considerations shall remain consistent with the mission, Founding Philosophy, Enduring Principles, Constitution, and Bylaws of the Global Newborn Society.

6. Roles and Responsibilities

The Board of Directors shall oversee implementation of this Policy; review disclosed conflicts when appropriate; determine appropriate conflict-management measures; ensure that governance decisions remain impartial; and preserve the integrity of the Society's governance processes.

The Founder President–Chief Executive Officer or successor shall promote awareness of this Policy; encourage timely disclosure of conflicts of interest; support implementation of Board determinations; and advise the Board regarding conflict management when appropriate.

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CONFLICT OF INTEREST

Individuals subject to this Policy shall remain alert to actual, potential, and perceived conflicts of interest; disclose conflicts promptly; cooperate fully in their review; comply with established conflict-management measures; and place the interests of the Society above conflicting personal, professional, financial, or institutional interests when performing official responsibilities.

The Secretariat shall maintain required disclosures and records relating to conflict-of-interest determinations in accordance with this Policy and applicable records-management requirements.

Delegation of responsibility shall not diminish the accountability of the body or office retaining ultimate authority.

III. IMPLEMENTATION AND ASSURANCE

7. Procedures

Disclosure — Conflicts of interest shall be disclosed:

- upon assuming a position subject to this Policy;
- annually through the Society's Conflict of Interest Disclosure and Certification Form;
- whenever a new actual, potential, or perceived conflict arises; and
- before participating in discussion, deliberation, or decision-making involving the matter.

Disclosure shall be made to the Board of Directors or to an individual or body designated by the Board.

Evaluation — Disclosed conflicts shall be evaluated objectively according to their nature, significance, and potential effect on the impartial exercise of institutional responsibilities.

Conflict Management — Following review, the Board of Directors or its designated authority shall determine the appropriate management measures.

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CONFLICT OF INTEREST

Such measures may include:

- documentation of the disclosure;
- unrestricted participation when no material conflict is determined;
- limitation of participation in discussion or deliberation;
- recusal from discussion or deliberation;
- abstention from voting;
- reassignment of responsibilities; or
- other action necessary to preserve impartial decision-making and institutional integrity.

Individuals subject to conflict-management measures shall comply with the determination of the responsible authority.

8. Compliance

All individuals subject to this Policy shall comply with its disclosure and conflict-management requirements.

Concerns regarding noncompliance shall be considered fairly and objectively in accordance with the Constitution, Bylaws, applicable policies and procedures, and law.

Failure to disclose or appropriately manage a conflict of interest may result in corrective or remedial action proportionate to the nature and circumstances of the matter and undertaken by the appropriate authority.

9. Exceptions

Exceptions to this Policy may be authorized only by the Board of Directors.

Exceptions shall be limited, justified, appropriately authorized, and documented when required.

No exception may authorize an action inconsistent with the Constitution, Bylaws, applicable law, or fundamental institutional obligations of the Society.

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10. Records and Documentation

The Secretariat shall maintain records of conflict-of-interest disclosures, evaluations, determinations, recusals, management measures, and related documentation.

Such records shall be maintained with appropriate confidentiality and protection in accordance with applicable law, governing documents, records-management requirements, and applicable data-protection obligations.

Conflict disclosures, deliberations, and related documentation shall be treated as confidential to the extent permitted by law and consistent with responsible governance.

The Secretariat shall serve as custodian of official institutional records arising under this Policy except where responsibility is assigned otherwise by the Constitution, Bylaws, policy, or applicable law.

IV. INTEGRATION AND CONTINUITY

11. Related Documents

Related institutional documents include, as applicable:

- Constitution of the Global Newborn Society;
- Bylaws of the Global Newborn Society;
- Governance Handbook;
- Board Policy Manual;
- Code of Conduct;
- Conflict of Interest Disclosure and Certification Form;
- applicable records-management and confidentiality policies; and
- related procedures, committee charters, resolutions, and other official institutional documents.

Identification of related documents shall promote consistency across the Society's governance framework and facilitate implementation of this Policy.

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CONFLICT OF INTEREST

12. References

Relevant external legal, regulatory, professional, ethical, or other authoritative sources may be identified when appropriate to the interpretation or implementation of this Policy.

References should, where appropriate, be authoritative, current, and internationally relevant.

No external reference shall supersede the Constitution, Bylaws, or other superior governing authority of the Global Newborn Society.

13. Review and Revision

This Policy shall be reviewed at least every five years, or earlier when changes in the Constitution, Bylaws, applicable law, governance structure, organizational needs, professional standards, or other circumstances warrant reconsideration.

Revisions shall be approved by the Board of Directors in accordance with the governing documents and policies of the Society.

The Secretariat shall preserve the authoritative current version and institutional history of this Policy.

EPILOGUE

Effective management of conflicts of interest protects the integrity of institutional decision-making and reinforces confidence in the governance of the Global Newborn Society.

By recognizing, disclosing, and appropriately managing conflicts, those who serve the Society preserve impartiality, strengthen public trust, and safeguard the Society's mission and institutional integrity for future generations.

VERSION HISTORY

Version History shall provide the permanent chronological record of the adoption and subsequent substantive revisions of this Policy.

The Secretariat shall maintain the Version History as part of the authoritative institutional record.

CONFLICT OF INTEREST

DOCUMENT CONTROL

Policy Number	**Policy 3**
Policy Title	Conflict of Interest
Policy Category	Governance Policy
Responsible Authority	Board of Directors
Policy Owner	Board of Directors
Administrative Custodian	Secretariat
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Document Status	Active

VERSION HISTORY

Version	Date	Description	Approved By
1.0	August 1, 2026	Founding Policy	Board of Directors

POLICY 4

CONFIDENTIALITY

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POLICY 4

CONFIDENTIALITY

INTRODUCTION

The Global Newborn Society recognizes that responsible governance requires both appropriate transparency and the protection of information entrusted to the Society in confidence.

This Policy establishes a common framework for safeguarding confidential information in a manner that promotes trust, protects institutional interests, and supports responsible governance.

DOCUMENT CONTROL

Document Control establishes the official administrative identity and current status of this Policy and shall be maintained in accordance with the standardized Document Control requirements of the Policy Manual.

STANDARDIZED POLICY ARCHITECTURE

I. FOUNDATION

1. Purpose

This Policy establishes the principles governing the protection, use, and disclosure of confidential information obtained through service to the Global Newborn Society.

It promotes trust, protects the Society's interests, and supports responsible governance while balancing confidentiality with appropriate transparency.

2. Scope

This Policy applies to Directors; the Founder President–Chief Executive Officer or successor; Chairs; Officers; Patrons; committee Chairs and members; members of the Secretariat; consultants, advisors, and volunteers acting on behalf of the Society; and any other individual granted access to confidential Society information.

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CONFIDENTIALITY

3. Policy Statement

Individuals subject to this Policy shall safeguard confidential information entrusted to them through their service to the Society and shall use such information solely for legitimate Society purposes.

Confidential information shall not be disclosed, used for personal benefit, or shared with unauthorized individuals except as authorized by the appropriate authority or required by applicable law.

The obligation to maintain confidentiality shall continue after an individual's service to the Society has ended unless disclosure is appropriately authorized or required by law.

This Policy is adopted by the Board of Directors pursuant to the Constitution and Bylaws of the Global Newborn Society.

4. Definitions

For purposes of this Policy:

Confidential Information — nonpublic information obtained through service to the Society that is designated as confidential or that a reasonable person would understand should be treated as confidential.

Confidential Information may include:

- Board and committee deliberations not approved for public release;
- confidential financial information;
- legal advice and information relating to legal proceedings;
- personnel matters;
- confidential membership information;
- unpublished manuscripts, research, editorial materials, or peer-review information entrusted to the Society;
- contracts, negotiations, and partnership discussions;
- strategic plans not approved for public release; and
- other information designated as confidential by the Board of Directors or other appropriate authority.

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Authorized Disclosure — disclosure of confidential information permitted by the appropriate institutional authority, necessary for legitimate Society business, made with appropriate consent, or required by applicable law.

Unauthorized Disclosure — access, use, communication, transmission, or release of confidential information without appropriate authorization or legal basis.

II. PRINCIPLES AND ACCOUNTABILITY

5. Guiding Principles and Contextual Considerations

Individuals subject to this Policy shall be guided by the following principles:

Confidentiality — Confidential information shall be protected and used only for authorized Society purposes.

Integrity — Information entrusted to the Society shall be handled responsibly and ethically.

Trust — Respect for confidentiality strengthens confidence among Members, partners, and the public.

Transparency — The Society shall balance appropriate transparency with the protection of confidential information.

Accountability — Individuals are responsible for safeguarding information obtained through their official responsibilities.

Stewardship — Protecting confidential information preserves the Society's reputation, institutional integrity, and long-term effectiveness.

These principles shall be interpreted with appropriate consideration of the international, multidisciplinary, and culturally diverse character of the Society. Application of contextual considerations shall remain consistent with the mission, Founding Philosophy, Enduring Principles, Constitution, and Bylaws of the Global Newborn Society.

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6. Roles and Responsibilities

The Board of Directors shall oversee implementation of this Policy; determine when Board information shall remain confidential; authorize disclosure when appropriate; establish appropriate safeguards for confidential information; and preserve the integrity of the Society's governance processes.

The Founder President–Chief Executive Officer or successor shall promote awareness of this Policy; support appropriate administrative safeguards; oversee the protection of confidential operational information; and advise the Board regarding significant confidentiality matters.

The Secretariat shall maintain and protect confidential institutional records; implement appropriate administrative safeguards; and support compliance with applicable records-management, confidentiality, and data-protection requirements.

Individuals subject to this Policy shall protect confidential information obtained through their official responsibilities; use it only for legitimate Society purposes; prevent unauthorized access or disclosure; safeguard confidential documents, electronic records, and communications; promptly report known unauthorized disclosure or loss; and continue to protect confidential information after completion of their service to the Society.

Delegation of responsibility shall not diminish the accountability of the body or office retaining ultimate authority.

III. IMPLEMENTATION AND ASSURANCE

7. Procedures

Confidential information shall be accessed, used, shared, and disclosed only to the extent reasonably necessary for legitimate Society purposes.

Confidential information may be disclosed:

- when authorized by the Board of Directors or other appropriate authority;
- when necessary to conduct official Society business;
- with appropriate consent of the individual or organization to whom the information relates; or
- when disclosure is required by applicable law.

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Individuals with access to confidential information shall take reasonable measures to prevent unauthorized access, use, transmission, disclosure, alteration, loss, or destruction.

Known or suspected unauthorized disclosure, loss, or compromise of confidential information shall be reported promptly to the appropriate institutional authority.

8. Compliance

All individuals subject to this Policy shall comply with its confidentiality and information-protection requirements.

Concerns regarding noncompliance shall be considered fairly and objectively in accordance with the Constitution, Bylaws, applicable policies and procedures, and law.

Failure to comply with this Policy may result in corrective or remedial action proportionate to the nature and circumstances of the matter and undertaken by the appropriate authority.

9. Exceptions

Exceptions to this Policy may be authorized only by the Board of Directors.

Exceptions shall be limited, justified, appropriately authorized, and documented when required.

No exception may authorize an action inconsistent with the Constitution, Bylaws, applicable law, or fundamental institutional obligations of the Society.

10. Records and Documentation

The Secretariat shall maintain confidential institutional records and implement reasonable administrative safeguards to protect them from unauthorized access, use, disclosure, alteration, loss, or destruction.

Records relating to authorized disclosures, confidentiality concerns, reported breaches, determinations, and resulting actions shall be created and maintained when appropriate to the nature and circumstances of the matter.

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Such records shall be maintained with appropriate confidentiality and protection in accordance with applicable law, governing documents, records-management requirements, and applicable data-protection obligations.

The Secretariat shall serve as custodian of official institutional records arising under this Policy except where responsibility is assigned otherwise by the Constitution, Bylaws, policy, or applicable law.

IV. INTEGRATION AND CONTINUITY

11. Related Documents

Related institutional documents include, as applicable:

- Constitution of the Global Newborn Society;
- Bylaws of the Global Newborn Society;
- Governance Handbook;
- Board Policy Manual;
- Code of Conduct;
- Conflict of Interest Policy;
- Records Management Policy;
- applicable privacy and data-protection policies; and
- related procedures, agreements, forms, committee charters, resolutions, and other official institutional documents.

Identification of related documents shall promote consistency across the Society's governance framework and facilitate implementation of this Policy.

12. References

Relevant external legal, regulatory, professional, ethical, or other authoritative sources may be identified when appropriate to the interpretation or implementation of this Policy.

References should, where appropriate, be authoritative, current, and internationally relevant.

No external reference shall supersede the Constitution, Bylaws, or other superior governing authority of the Global Newborn Society.

POLICY 4

CONFIDENTIALITY

12. References

Relevant external legal, regulatory, professional, ethical, or other authoritative sources may be identified when appropriate to the interpretation or implementation of this Policy.

References should, where appropriate, be authoritative, current, and internationally relevant.

No external reference shall supersede the Constitution, Bylaws, or other superior governing authority of the Global Newborn Society.

13. Review and Revision

This Policy shall be reviewed at least every five years, or earlier when changes in the Constitution, Bylaws, applicable law, governance structure, organizational activities, professional standards, technology, or information-management practices warrant reconsideration.

Review shall consider the continuing effectiveness of confidentiality safeguards; changes in privacy, data-protection, cybersecurity, and records-management requirements; developments in digital communications and information systems; and risks arising from international activities, partnerships, or cross-border information sharing.

The Policy shall also be reviewed following a significant confidentiality breach or other event that identifies a material weakness in existing safeguards or procedures.

Revisions shall be approved by the Board of Directors in accordance with the governing documents and policies of the Society. The Secretariat shall preserve the authoritative current version and institutional history of this Policy.

EPILOGUE

Confidentiality is essential to the trust upon which responsible governance, professional relationships, and institutional stewardship depend.

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CONFIDENTIALITY

By protecting information entrusted to the Global Newborn Society while maintaining appropriate transparency, those who serve the Society safeguard its Members, partners, governance processes, reputation, and institutional integrity for future generations.

VERSION HISTORY

Version History shall provide the permanent chronological record of the adoption and subsequent substantive revisions of this Policy.

The Secretariat shall maintain the Version History as part of the authoritative institutional record.

POLICY DEVELOPMENT AND APPROVAL

DOCUMENT CONTROL

Policy Number	**Policy 4**
Policy Title	Confidentiality
Policy Category	Governance Policy
Responsible Authority	Board of Directors
Policy Owner	Board of Directors
Administrative Custodian	Secretariat
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Review Cycle	Every five years, or sooner if required
Supersedes	None (Founding Policy)
Related Documents	Constitution; Bylaws; Governance Handbook; Policy 2 – Code of Conduct; Policy 3 – Conflict of Interest; Policy 13 – Records Management; Policy 14 – Document Retention
Document Status	Active

VERSION HISTORY

Version	Date	Description	Approved By
1.0	August 1, 2026	Founding Policy	Board of Directors

POLICY 5

WHISTLEBLOWER PROTECTION

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POLICY 5

WHISTLEBLOWER PROTECTION

INTRODUCTION

The Global Newborn Society is committed to an institutional culture in which concerns regarding suspected misconduct may be raised responsibly and without fear of retaliation.

This Policy establishes a framework for good-faith reporting, objective review, protection against retaliation, and appropriate institutional response in support of integrity, accountability, transparency, and responsible governance.

DOCUMENT CONTROL

Document Control establishes the official administrative identity and current status of this Policy and shall be maintained in accordance with the standardized Document Control requirements of the Policy Manual.

STANDARDIZED POLICY ARCHITECTURE

I. FOUNDATION

1. Purpose

This Policy establishes procedures for reporting suspected misconduct and protects individuals who report concerns in good faith.

It promotes integrity, accountability, transparency, and responsible governance while encouraging timely reporting of conduct that may be inconsistent with the Constitution, Bylaws, Board policies, applicable law, or ethical standards.

2. Scope

This Policy applies to Directors; the Founder President–Chief Executive Officer or successor; Chairs; Officers; Patrons; committee Chairs and members; members of the Secretariat; employees; volunteers; consultants; and any other individual acting on behalf of the Society.

3. Policy Statement

The Global Newborn Society encourages the prompt reporting of suspected misconduct, unethical behavior, financial irregularities, violations of governing

POLICY 5

WHISTLEBLOWER PROTECTION

documents or policies, or other activities that may adversely affect the Society or its mission.

No individual who reports a concern in good faith, or who participates in an authorized review or investigation, shall be subjected to retaliation, intimidation, discrimination, harassment, or other adverse action because of such participation.

Reports shall be considered objectively, fairly, and with appropriate confidentiality, consistent with applicable law and the governing documents and policies of the Society.

This Policy is adopted by the Board of Directors pursuant to the Constitution and Bylaws of the Global Newborn Society.

4. Definitions

For purposes of this Policy:

Good-Faith Report — a report made with an honest and reasonable belief that the information provided may indicate misconduct, regardless of whether the concern is ultimately substantiated.

Misconduct — conduct that may violate the Constitution, Bylaws, Board policies, applicable law, ethical standards, or other institutional obligations of the Society.

Retaliation — any adverse action, intimidation, discrimination, harassment, threat, or other detrimental treatment directed against an individual because the individual made a good-faith report or participated in an authorized review or investigation.

Investigation — an authorized process undertaken to evaluate the facts and circumstances relating to a reported concern.

II. PRINCIPLES AND ACCOUNTABILITY

5. Guiding Principles and Contextual Considerations

Individuals and bodies acting under this Policy shall be guided by the following principles:

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WHISTLEBLOWER PROTECTION

Integrity — Concerns shall be reported honestly and in good faith.

Accountability — Credible reports shall be considered objectively and appropriate action taken when warranted.

Protection — Individuals reporting concerns in good faith or participating in an authorized review shall be protected from retaliation.

Confidentiality — Reports and related information shall be protected to the extent reasonably possible and consistent with appropriate review and applicable law.

Fairness — Individuals involved in a reported matter shall be treated fairly, objectively, and impartially.

Stewardship — Responsible reporting and review protect the Society, its Members, mission, reputation, and institutional integrity.

These principles shall be interpreted with appropriate consideration of the international, multidisciplinary, and culturally diverse character of the Society.

Application of contextual considerations shall remain consistent with the mission, Founding Philosophy, Enduring Principles, Constitution, and Bylaws of the Global Newborn Society.

6. Roles and Responsibilities

The Board of Directors shall oversee implementation of this Policy; ensure that significant reports are reviewed objectively and appropriately; protect individuals who report concerns in good faith; determine or authorize appropriate corrective action when warranted; and preserve the integrity of the Society's governance processes.

The Founder President–Chief Executive Officer or successor shall promote awareness of this Policy; encourage timely reporting of concerns; facilitate appropriate review of reported matters; refer significant matters requiring Board consideration; and implement Board-directed corrective actions when appropriate.

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WHISTLEBLOWER PROTECTION

The Secretariat shall maintain required records arising under this Policy and support appropriate administrative processes while protecting confidentiality.

Individuals subject to this Policy shall report suspected misconduct in good faith; cooperate with authorized reviews or investigations; provide truthful information; maintain appropriate confidentiality; and refrain from knowingly making false, misleading, or malicious reports.

Delegation of responsibility shall not diminish the accountability of the body or office retaining ultimate authority.

III. IMPLEMENTATION AND ASSURANCE

7. Procedures

Reports under this Policy may concern, but are not limited to:

- violations of the Constitution, Bylaws, or Board policies;
- unethical or improper conduct;
- fraud, financial irregularities, or financial misconduct;
- misuse or misappropriation of Society assets or resources;
- undisclosed conflicts of interest;
- violations of applicable law;
- harassment, discrimination, or retaliation; or
- other conduct that may adversely affect the Society, its mission, or institutional integrity.

Reports should ordinarily be submitted to the Founder President–Chief Executive Officer or successor, the Board Chair, or another individual or body designated by the Board of Directors.

Reports involving the Founder President–Chief Executive Officer or successor, the Board Chair, or another senior leader shall be referred directly to the Board of Directors or to an independent committee or other authority designated by the Board.

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Reports shall be reviewed objectively, fairly, and in a manner proportionate to the nature and circumstances of the concern. Where appropriate, the responsible authority may authorize further inquiry or investigation and determine any necessary corrective or remedial action.

No individual who makes a good-faith report or participates in an authorized review or investigation shall be subjected to retaliation.

A good-faith report shall not constitute a violation of this Policy solely because the reported concern is ultimately unsubstantiated.

Known or suspected retaliation shall be reported promptly and may be considered independently of the matter giving rise to the original report.

8. Compliance

All individuals subject to this Policy shall comply with its reporting, cooperation, confidentiality, and non-retaliation requirements.

Concerns regarding noncompliance shall be considered fairly and objectively in accordance with the Constitution, Bylaws, applicable policies and procedures, and law.

Retaliation against an individual who makes a good-faith report or participates in an authorized review or investigation, or knowingly making a false or malicious report, may result in corrective or remedial action proportionate to the nature and circumstances of the matter and undertaken by the appropriate authority.

9. Exceptions

Exceptions to this Policy may be authorized only by the Board of Directors.

Exceptions shall be limited, justified, appropriately authorized, and documented when required.

No exception may authorize retaliation, obstruction of an authorized review or investigation, or any action inconsistent with the Constitution, Bylaws, applicable law, or fundamental institutional obligations of the Society.

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WHISTLEBLOWER PROTECTION

10. Records and Documentation

The Secretariat shall maintain records of reports, reviews, investigations, determinations, corrective or remedial actions, and related documentation arising under this Policy.

Such records shall be maintained with appropriate confidentiality and protection in accordance with applicable law, governing documents, records-management requirements, and applicable data-protection obligations.

Reports, investigations, deliberations, and related documentation shall be treated as confidential to the extent reasonably possible while permitting appropriate review and compliance with applicable law.

The Secretariat shall serve as custodian of official institutional records arising under this Policy except where responsibility is assigned otherwise by the Constitution, Bylaws, policy, or applicable law.

IV. INTEGRATION AND CONTINUITY

11. Related Documents

Related institutional documents include, as applicable:

- Constitution of the Global Newborn Society;
- Bylaws of the Global Newborn Society;
- Governance Handbook;
- Board Policy Manual;
- Code of Conduct;
- Conflict of Interest Policy;
- Confidentiality Policy;
- Records Management Policy; and
- related procedures, forms, committee charters, resolutions, and other official institutional documents.

Identification of related documents shall promote consistency across the Society's governance framework and facilitate implementation of this Policy.

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WHISTLEBLOWER PROTECTION

12. References

Relevant external legal, regulatory, professional, ethical, or other authoritative sources may be identified when appropriate to the interpretation or implementation of this Policy.

References should, where appropriate, be authoritative, current, and internationally relevant.

No external reference shall supersede the Constitution, Bylaws, or other superior governing authority of the Global Newborn Society.

13. Review and Revision

This Policy shall be reviewed at least every five years, or earlier when changes in the Constitution, Bylaws, applicable law, governance structure, organizational needs, professional standards, or other circumstances warrant reconsideration.

Revisions shall be approved by the Board of Directors in accordance with the governing documents and policies of the Society.

The Secretariat shall preserve the authoritative current version and institutional history of this Policy.

EPILOGUE

Responsible reporting is an essential safeguard of institutional integrity and effective governance.

By providing a trusted process for raising concerns and protecting those who act in good faith, the Global Newborn Society strengthens accountability, preserves public trust, and safeguards its mission and institutions for future generations.

VERSION HISTORY

Version History shall provide the permanent chronological record of the adoption and subsequent substantive revisions of this Policy.

The Secretariat shall maintain the Version History as part of the authoritative institutional record.

POLICY 5

WHISTLEBLOWER PROTECTION

DOCUMENT CONTROL

Policy Number	**Policy 5**
Policy Title	Whistleblower Protection
Policy Category	Governance Policy
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Supersedes	None (Founding Policy)
Related Documents	Constitution; Bylaws; Governance Handbook; Policy 2 – Code of Conduct; Policy 3 – Conflict of Interest; Policy 4 – Confidentiality
Document Status	Active

VERSION HISTORY

Version	Date	Description	Approved By
1.0	August 1, 2026	Founding Policy	Board of Directors

PART II

Board Leadership and Strategic Governance

Lead with Purpose. Govern for the Future

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POLICY 6

BOARD MEETINGS

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POLICY 6

BOARD MEETINGS

INTRODUCTION

Effective Board meetings are fundamental to the governance, strategic leadership, and institutional stewardship of the Global Newborn Society.

This Policy establishes a common framework for the convening, conduct, and documentation of Board meetings to support informed deliberation, accountable decision-making, and continuity of governance.

DOCUMENT CONTROL

Document Control establishes the official administrative identity and current status of this Policy and shall be maintained in accordance with the standardized Document Control requirements of the Policy Manual.

STANDARDIZED POLICY ARCHITECTURE

I. FOUNDATION

1. Purpose

This Policy establishes the principles governing the convening, conduct, and documentation of meetings of the Board of Directors.

It promotes effective governance, informed decision-making, accountability, transparency, and responsible stewardship in the conduct of Board business.

2. Scope

This Policy applies to regular meetings of the Board of Directors, special meetings of the Board, executive sessions, and meetings of the Executive Committee when acting under authority delegated by the Board.

3. Policy Statement

The Board of Directors shall conduct the business of the Global Newborn Society through regular and special meetings convened in accordance with the Constitution, Bylaws, and this Policy.

Board meetings shall provide an effective forum for strategic leadership, informed deliberation, oversight of the Society's affairs, and the exercise of the Board's fiduciary responsibilities.

POLICY 6

BOARD MEETINGS

Board business shall be conducted in a manner that promotes orderly deliberation, appropriate participation, accountability, and effective institutional decision-making.

This Policy is adopted by the Board of Directors pursuant to the Constitution and Bylaws of the Global Newborn Society.

4. Definitions

For purposes of this Policy:

Regular Meeting — a meeting of the Board of Directors convened according to the ordinary schedule established by the Board.

Special Meeting — a meeting convened outside the regular meeting schedule to consider matters requiring Board attention.

Executive Session — a portion of a Board meeting restricted to authorized participants for consideration of confidential, legal, personnel, financial, or other sensitive matters.

Board Meeting — a duly convened regular or special meeting of the Board of Directors at which Board business may be considered or conducted.

II. PRINCIPLES AND ACCOUNTABILITY

5. Guiding Principles and Contextual Considerations

Board meetings shall be guided by the following principles:

Preparation — Directors shall receive appropriate information to support informed deliberation and decision-making.

Participation — Directors are expected to attend meetings regularly and participate actively and constructively in Board deliberations.

Respect — Meetings shall be conducted professionally, courteously, and with respect for diverse perspectives.

Accountability — Board decisions shall be appropriately authorized, accurately documented, and responsibly implemented.

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BOARD MEETINGS

Transparency — Board business shall be conducted in accordance with the Society's governing documents and applicable policies, subject to legitimate requirements for confidentiality.

Stewardship — Effective Board meetings shall strengthen governance and advance the mission and long-term interests of the Society.

These principles shall be interpreted with appropriate consideration of the international, multidisciplinary, and geographically dispersed character of the Society.

Meeting arrangements should, where reasonably practicable, facilitate meaningful participation by Directors across different geographic regions and time zones.

Application of contextual considerations shall remain consistent with the mission, Founding Philosophy, Enduring Principles, Constitution, and Bylaws of the Global Newborn Society.

6. Roles and Responsibilities

The Board Chair shall convene and preside over Board meetings; approve meeting agendas; facilitate fair, orderly, and impartial deliberations; encourage constructive participation by Directors; and ensure that Board business is conducted in accordance with the Constitution, Bylaws, and applicable policies.

The Founder President–Chief Executive Officer or successor shall assist in preparing meeting agendas and supporting materials; provide reports and recommendations requested by the Board; facilitate implementation of Board decisions; and support the effective administration of Board meetings.

The Secretariat shall coordinate meeting logistics; distribute meeting notices and supporting materials; prepare and maintain official Board minutes; and preserve Board records in accordance with applicable records-management requirements.

Directors shall attend Board meetings regularly; review meeting materials before meetings whenever reasonably practicable; participate actively and constructively in deliberations; disclose conflicts of interest in accordance with Board policy; and support implementation of Board decisions.

Delegation of responsibility shall not diminish the accountability of the body or office retaining ultimate authority.

POLICY 6

BOARD MEETINGS

III. IMPLEMENTATION AND ASSURANCE

7. Procedures

Regular and special meetings shall be convened in accordance with the Constitution and Bylaws.

Meeting Format — Meetings may be conducted in person or through communication technologies that permit Directors to participate fully in deliberations and decision-making.

Notice and Materials — Meeting notices, agendas, and supporting materials shall be distributed in accordance with the Bylaws and established Board procedures and, whenever reasonably practicable, sufficiently in advance to permit informed preparation.

Agenda — Meeting agendas shall be prepared under the direction of the Board Chair with appropriate administrative support. Matters requiring Board deliberation or action should be identified with sufficient clarity to support informed consideration.

Deliberation and Decision-Making — Board business shall be conducted in an orderly manner that permits appropriate discussion, consideration of relevant information, disclosure and management of conflicts of interest, and participation by Directors.

Executive Sessions — The Board may meet in executive session when necessary to consider confidential, legal, personnel, financial, or other sensitive matters. Attendance shall be limited to individuals authorized by the Board.

Minutes — Official minutes shall accurately document Board actions, resolutions, and other matters required by the Constitution, Bylaws, applicable policies, or law. Approved minutes shall constitute the official permanent record of Board proceedings.

8. Compliance

All individuals participating in Board meetings shall comply with applicable requirements of this Policy and the governing documents and policies of the Society.

POLICY 6

BOARD MEETINGS

Concerns regarding noncompliance shall be considered fairly and objectively in accordance with the Constitution, Bylaws, applicable policies and procedures, and law.

Failure to comply with this Policy may result in corrective or remedial action proportionate to the nature and circumstances of the matter and undertaken by the appropriate authority.

9. Exceptions

Exceptions to this Policy may be authorized only by the Board of Directors.

Exceptions shall be limited, justified, appropriately authorized, and documented when required.

No exception may authorize an action inconsistent with the Constitution, Bylaws, applicable law, or fundamental institutional obligations of the Society.

10. Records and Documentation

The Secretariat shall maintain official records of Board meetings, including approved minutes, resolutions, and related governance records.

Approved minutes shall constitute the authoritative record of Board proceedings and shall be preserved as part of the Society's permanent institutional archives.

Records relating to executive sessions and other confidential matters shall be maintained with appropriate confidentiality and protection.

Official records shall be maintained in accordance with applicable law, governing documents, records-management requirements, and applicable confidentiality and data-protection obligations.

The Secretariat shall serve as custodian of official institutional records arising under this Policy except where responsibility is assigned otherwise by the Constitution, Bylaws, policy, or applicable law.

POLICY 6

BOARD MEETINGS

IV. INTEGRATION AND CONTINUITY

11. Related Documents

Related institutional documents include, as applicable:

- Constitution of the Global Newborn Society;
- Bylaws of the Global Newborn Society;
- Governance Handbook;
- Board Policy Manual;
- Code of Conduct;
- Conflict of Interest Policy;
- Confidentiality Policy;
- Records Management Policy;
- applicable committee charters; and
- related procedures, resolutions, forms, and other official institutional documents.

Identification of related documents shall promote consistency across the Society's governance framework and facilitate implementation of this Policy.

12. References

Relevant external legal, regulatory, professional, ethical, or other authoritative sources may be identified when appropriate to the interpretation or implementation of this Policy.

References should, where appropriate, be authoritative, current, and internationally relevant.

No external reference shall supersede the Constitution, Bylaws, or other superior governing authority of the Global Newborn Society.

13. Review and Revision

This Policy shall be reviewed at least every five years, or earlier when changes in the Constitution, Bylaws, applicable law, governance structure, organizational needs, professional standards, or other circumstances warrant reconsideration.

Revisions shall be approved by the Board of Directors in accordance with the governing documents and policies of the Society.

POLICY 6

BOARD MEETINGS

The Secretariat shall preserve the authoritative current version and institutional history of this Policy.

EPILOGUE

Effective Board meetings transform collective expertise into responsible institutional action.

Through preparation, participation, respectful deliberation, accurate documentation, and accountable decision-making, the Board of Directors strengthens the governance of the Global Newborn Society and advances its mission across successive generations of leadership.

VERSION HISTORY

Version History shall provide the permanent chronological record of the adoption and subsequent substantive revisions of this Policy.

The Secretariat shall maintain the Version History as part of the authoritative institutional record.

POLICY 6

BOARD MEETINGS

DOCUMENT CONTROL

Policy Number	**Policy 6**
Policy Title	Board Meetings
Policy Category	Board Operations
Responsible Authority	Board of Directors
Policy Owner	Board Chair
Administrative Custodian	Secretariat
Original Adoption	August 1, 2026
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Next Scheduled Review	August 2031
Review Cycle	Every five years, or sooner if required
Supersedes	None (Founding Policy)
Related Documents	Constitution; Bylaws; Governance Handbook; Policy 3 – Conflict of Interest; Policy 4 – Confidentiality; Policy 13 – Records Management
Document Status	Active

VERSION HISTORY

Version	Date	Description	Approved By
1.0	August 1, 2026	Founding Policy	Board of Directors

POLICY 7

BOARD COMMITTEES

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POLICY 7

BOARD COMMITTEES

INTRODUCTION

Effective Board meetings are fundamental to the governance, strategic leadership, and institutional stewardship of the Global Newborn Society.

This Policy establishes a common framework for the creation, organization, operation, and oversight of Board committees while preserving the ultimate authority and accountability of the Board of Directors.

DOCUMENT CONTROL

Document Control establishes the official administrative identity and current status of this Policy and shall be maintained in accordance with the standardized Document Control requirements of the Policy Manual.

STANDARDIZED POLICY ARCHITECTURE

I. FOUNDATION

1. Purpose

This Policy establishes the principles governing the creation, organization, responsibilities, operation, and oversight of Board committees.

It promotes effective governance by enabling committees to assist the Board of Directors in fulfilling its fiduciary and institutional responsibilities while remaining accountable to the Board.

2. Scope

This Policy applies to standing committees, special committees, ad hoc committees, task forces, and other advisory bodies established by the Board of Directors, together with their Chairs, members, and other individuals appointed or authorized to participate in their activities.

POLICY 7

BOARD COMMITTEES

3. Policy Statement

The Board of Directors may establish standing committees, special committees, ad hoc committees, task forces, or other advisory bodies as authorized by the Constitution and Bylaws.

Committees shall assist the Board by studying issues, providing oversight within delegated authority, developing recommendations, and supporting informed decision-making.

Unless expressly authorized by the Board of Directors, committees shall serve in an advisory capacity and shall not independently establish Society policy or commit the Society to legal, financial, or contractual obligations.

The Board of Directors retains ultimate authority and responsibility for governance decisions notwithstanding the delegation of responsibilities to a committee.

This Policy is adopted by the Board of Directors pursuant to the Constitution and Bylaws of the Global Newborn Society.

4. Definitions

For purposes of this Policy:

Standing Committee — a continuing committee established by the Board of Directors to address recurring governance, oversight, or institutional responsibilities.

Special or Ad Hoc Committee — a committee established for a defined purpose or limited period and ordinarily dissolved upon completion of its assigned responsibilities.

Task Force — a temporary body established to examine or address a specific issue, initiative, or objective.

Committee Charter — the Board-approved document defining a committee's purpose, responsibilities, membership, reporting relationship, delegated authority, and operating expectations.

Delegated Authority — authority expressly assigned by the Board of Directors to a committee within defined limits.

POLICY 7

BOARD COMMITTEES

II. PRINCIPLES AND ACCOUNTABILITY

5. Guiding Principles and Contextual Considerations

Board committees shall be guided by the following principles:

Accountability — Committees shall remain accountable to the Board of Directors.

Delegation — Committee authority shall be clearly defined, appropriately limited, and consistent with the Constitution and Bylaws.

Collaboration — Committees shall work cooperatively with the Board, other committees, and appropriate institutional bodies in support of the Society's mission.

Transparency — Committee activities, recommendations, and matters requiring Board attention shall be appropriately reported to the Board.

Efficiency — Committees shall facilitate focused, informed, and timely consideration of matters within their responsibilities.

Stewardship — Committee service shall strengthen governance and advance the mission and long-term interests of the Society.

These principles shall be interpreted with appropriate consideration of the international, multidisciplinary, and geographically diverse character of the Society.

Committee composition should, where appropriate and reasonably practicable, reflect the expertise, professional perspectives, geographic representation, and diversity necessary to fulfill the committee's responsibilities effectively.

Application of contextual considerations shall remain consistent with the mission, Founding Philosophy, Enduring Principles, Constitution, and Bylaws of the Global Newborn Society.

POLICY 7

BOARD COMMITTEES

6. Roles and Responsibilities

The Board of Directors shall establish, modify, or dissolve Board committees; approve their purposes, responsibilities, and delegated authority; appoint committee Chairs when required; receive committee reports and recommendations; periodically evaluate committee effectiveness; and maintain oversight of committee activities.

The Board Chair shall coordinate committee activities with the work of the Board; promote communication among committees; monitor committee effectiveness; and recommend committee appointments when appropriate.

The Founder President–Chief Executive Officer or successor shall support coordination between Board committees and the administration of the Society; provide information and institutional support relevant to committee responsibilities; and facilitate implementation of Board-approved actions arising from committee recommendations.

Committee Chairs shall provide leadership to their committees; convene meetings as necessary; guide deliberations; coordinate completion of assigned responsibilities; report committee activities and recommendations to the Board; and ensure that committee activities remain consistent with applicable Charters, governing documents, and policies.

Committee Members shall participate actively; contribute relevant knowledge, expertise, and professional judgment; prepare appropriately for meetings; disclose conflicts of interest in accordance with Board policy; maintain confidentiality when required; and comply with the governing documents and policies of the Society.

The Secretariat shall provide authorized administrative support; maintain official committee records; preserve reports and recommendations; and facilitate communication between committees and the Board.

Delegation of responsibility shall not diminish the accountability of the body or office retaining ultimate authority.

POLICY 7

BOARD COMMITTEES

III. IMPLEMENTATION AND ASSURANCE

7. Procedures

Establishment — Board committees shall be established, modified, or dissolved by the Board of Directors in accordance with the Constitution, Bylaws, and institutional needs of the Society.

Committee Charters — Each standing committee shall operate under a Board-approved Committee Charter defining its:

- purpose;
- responsibilities;
- membership;
- reporting relationship;
- delegated authority;
- meeting expectations; and
- other provisions approved by the Board of Directors.

Committee Charters may be amended by the Board of Directors without amendment of this Policy.

Meetings — Committees shall meet as necessary to fulfill their assigned responsibilities. Meetings may be conducted in person or through communication technologies that permit meaningful participation.

Decision-Making — Committee deliberations and recommendations shall remain within the responsibilities and authority assigned by the Board and applicable Committee Charter.

Reporting — Committee Chairs shall report activities, recommendations, and matters requiring Board consideration at such times as determined by the Board or requested by the Board Chair.

Committee recommendations shall become effective only upon approval by the Board of Directors unless authority to act has been expressly delegated by the Board.

POLICY 7

BOARD COMMITTEES

Evaluation — The Board shall periodically review the effectiveness, continuing need, composition, responsibilities, and organizational alignment of standing committees and may modify or dissolve committees when appropriate.

8. Compliance

All individuals participating in Board committee activities shall comply with applicable requirements of this Policy, the relevant Committee Charter, and the governing documents and policies of the Society.

Concerns regarding noncompliance shall be considered fairly and objectively in accordance with the Constitution, Bylaws, applicable policies and procedures, and law.

Failure to comply with this Policy may result in corrective or remedial action proportionate to the nature and circumstances of the matter and undertaken by the appropriate authority.

9. Exceptions

Exceptions to this Policy may be authorized only by the Board of Directors.

Exceptions shall be limited, justified, appropriately authorized, and documented when required.

No exception may authorize an action inconsistent with the Constitution, Bylaws, applicable law, or fundamental institutional obligations of the Society.

10. Records and Documentation

The Secretariat shall maintain official records of Board committee activities, including applicable Charters, membership records, reports, recommendations, and other required documentation.

Committee records shall be maintained with appropriate confidentiality and protection in accordance with applicable law, governing documents, records-management requirements, and applicable data-protection obligations.

Records of significant committee recommendations and Board actions arising from them shall be preserved as part of the Society's institutional governance record.

POLICY 7

BOARD COMMITTEES

The Secretariat shall serve as custodian of official institutional records arising under this Policy except where responsibility is assigned otherwise by the Constitution, Bylaws, policy, or applicable law.

IV. INTEGRATION AND CONTINUITY

11. Related Documents

Related institutional documents include, as applicable:

- Constitution of the Global Newborn Society;
- Bylaws of the Global Newborn Society;
- Governance Handbook;
- Board Policy Manual;
- Board Meetings Policy;
- Code of Conduct;
- Conflict of Interest Policy;
- Confidentiality Policy;
- Records Management Policy;
- applicable Committee Charters; and
- related procedures, resolutions, forms, and other official institutional documents.

Identification of related documents shall promote consistency across the Society's governance framework and facilitate implementation of this Policy.

12. References

Relevant external legal, regulatory, professional, ethical, or other authoritative sources may be identified when appropriate to the interpretation or implementation of this Policy.

References should, where appropriate, be authoritative, current, and internationally relevant.

No external reference shall supersede the Constitution, Bylaws, or other superior governing authority of the Global Newborn Society.

POLICY 7

BOARD COMMITTEES

13. Review and Revision

This Policy shall be reviewed at least every five years, or earlier when changes in the Constitution, Bylaws, applicable law, governance structure, organizational needs, professional standards, or other circumstances warrant reconsideration.

Revisions shall be approved by the Board of Directors in accordance with the governing documents and policies of the Society.

The Secretariat shall preserve the authoritative current version and institutional history of this Policy.

EPILOGUE

Board committees extend the capacity of the Board of Directors by bringing focused attention, specialized expertise, and sustained oversight to matters important to the governance of the Global Newborn Society.

Through clearly defined authority, accountable delegation, effective collaboration, and regular reporting, committees strengthen Board decision-making while preserving the Board's ultimate responsibility for the governance and stewardship of the Society.

VERSION HISTORY

Version History shall provide the permanent chronological record of the adoption and subsequent substantive revisions of this Policy.

The Secretariat shall maintain the Version History as part of the authoritative institutional record.

POLICY 7

BOARD COMMITTEES

DOCUMENT CONTROL

Policy Number	**Policy 7**
Policy Title	Board Committees
Policy Category	Board Operations
Responsible Authority	Board of Directors
Policy Owner	Board Chair
Administrative Custodian	Secretariat
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Review Cycle	Every five years, or sooner if required
Supersedes	None (Founding Policy)
Related Documents	Constitution; Bylaws; Governance Handbook; Policy 6 – Board Meetings; Standard Board Committee Charter
Document Status	Active

VERSION HISTORY

Version	Date	Description	Approved By
1.0	August 1, 2026	Founding Policy	Board of Directors

POLICY 8

BOARD ORIENTATION AND CONTINUING EDUCATION

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POLICY 8

BOARD ORIENTATION AND CONTINUING EDUCATION

INTRODUCTION

Effective governance depends upon Directors who understand both their institutional responsibilities and the environment in which the Global Newborn Society operates.

This Policy establishes a common framework for Board orientation and continuing education to support informed governance, effective leadership, and the continuing development of the Board of Directors.

DOCUMENT CONTROL

Document Control establishes the official administrative identity and current status of this Policy and shall be maintained in accordance with the standardized Document Control requirements of the Policy Manual.

STANDARDIZED POLICY ARCHITECTURE

I. FOUNDATION

1. Purpose

This Policy establishes the principles governing the orientation, education, and continuing development of members of the Board of Directors.

It promotes informed governance by ensuring that Directors understand the Society's mission, governing documents, fiduciary responsibilities, strategic priorities, and evolving institutional and global environment.

2. Scope

This Policy applies to Directors; the Board Chair; committee Chairs, when appropriate; the Founder President–Chief Executive Officer or successor; and other individuals designated by the Board to participate in Board orientation or governance education.

POLICY 8

BOARD ORIENTATION AND CONTINUING EDUCATION

3. Policy Statement

The Global Newborn Society is committed to maintaining a knowledgeable, informed, and effective Board of Directors.

All Directors shall participate in an orientation program upon appointment and are encouraged to engage in continuing education throughout their service to strengthen their governance knowledge, leadership capabilities, and understanding of issues affecting the Society, nonprofit governance, and global newborn health.

Board orientation and continuing education shall be appropriate to the responsibilities of Directors and responsive to the evolving governance and strategic needs of the Society.

This Policy is adopted by the Board of Directors pursuant to the Constitution and Bylaws of the Global Newborn Society.

4. Definitions

For purposes of this Policy:

Board Orientation — the structured introduction provided to newly appointed Directors regarding the Society, its governing documents, governance structure, fiduciary responsibilities, strategic priorities, policies, and institutional activities.

Continuing Education — educational activities undertaken during Board service to maintain or strengthen knowledge and competencies relevant to governance, leadership, and the mission of the Society.

Governance Education — education relating to the principles, responsibilities, practices, and evolving requirements of effective organizational governance.

II. PRINCIPLES AND ACCOUNTABILITY

5. Guiding Principles and Contextual Considerations

Board orientation and continuing education shall be guided by the following principles:

POLICY 8

BOARD ORIENTATION AND CONTINUING EDUCATION

Preparation — Directors should begin their service with a clear understanding of the Society and their governance responsibilities.

Continuous Learning — Effective governance requires ongoing education and professional development.

Leadership — Directors should continually strengthen their leadership and governance competencies.

Accountability — Directors are responsible for maintaining the knowledge necessary to fulfill their fiduciary and institutional responsibilities.

Excellence — Continuing education supports informed decision-making and organizational excellence.

Stewardship — Well-informed Directors strengthen the Society's long-term effectiveness, continuity, and sustainability.
These principles shall be interpreted with appropriate consideration of the international, multidisciplinary, and geographically diverse character of the Society.

Orientation and continuing education should, where appropriate, recognize differences in professional backgrounds, governance experience, geographic perspectives, and educational needs among Directors.

Application of contextual considerations shall remain consistent with the mission, Founding Philosophy, Enduring Principles, Constitution, and Bylaws of the Global Newborn Society.

6. Roles and Responsibilities

The Board of Directors shall promote continuing governance education; support orientation of newly appointed Directors; periodically review the effectiveness of Board education activities; and encourage participation in educational opportunities that strengthen Board performance.

The Board Chair shall support orientation of newly appointed Directors; encourage continuing Board education; promote discussion of governance best practices; and foster a culture of continuous learning and improvement.

POLICY 8

BOARD ORIENTATION AND CONTINUING EDUCATION

The Founder President–Chief Executive Officer or successor shall support coordination of Board orientation; provide Directors with appropriate institutional and governance resources; facilitate educational opportunities when appropriate; and support implementation of this Policy.

Directors shall participate in Board orientation following appointment; become familiar with the Constitution, Bylaws, Governance Handbook, Board Policy Manual, and other relevant institutional documents; remain informed regarding the Society's strategic priorities and activities; pursue continuing education relevant to their governance responsibilities; and contribute to a culture of learning and continuous improvement.

The Secretariat shall provide administrative support for orientation and educational activities; maintain relevant governance materials; facilitate distribution of educational resources; and maintain appropriate records relating to implementation of this Policy.

Delegation of responsibility shall not diminish the accountability of the body or office retaining ultimate authority.

III. IMPLEMENTATION AND ASSURANCE

7. Procedures

Board Orientation — Newly appointed Directors shall receive orientation appropriate to their governance responsibilities. Orientation should ordinarily address:

- the Society's mission, vision, Founding Philosophy, and Enduring Principles;
- the Constitution and Bylaws;
- the Governance Handbook and Board Policy Manual;
- the governance structure of the Society;
- fiduciary responsibilities of Directors;
- Board and committee responsibilities;
- financial stewardship and oversight;
- conflict-of-interest, confidentiality, and ethical requirements;
- strategic priorities and current institutional initiatives; and
- other matters necessary for informed Board service.

POLICY 8

BOARD ORIENTATION AND CONTINUING EDUCATION

Orientation should ordinarily be completed within a reasonable period following appointment.

Continuing Education — The Society shall encourage Directors to participate in educational opportunities relating to:

- nonprofit and organizational governance;
- leadership;
- financial stewardship;
- strategic planning;
- ethics and institutional accountability;
- global newborn health;
- organizational management;
- scientific, technological, and societal developments relevant to the Society; and
- other matters relevant to the mission and governance of the Society.

Continuing education may be provided through Board discussions, presentations, workshops, conferences, external programs, written materials, digital resources, or other appropriate educational formats.

8. Compliance

All individuals subject to this Policy shall comply with applicable orientation and educational requirements established by the Board.

Concerns regarding noncompliance shall be considered fairly and objectively in accordance with the Constitution, Bylaws, applicable policies and procedures, and law.

Failure to comply with required orientation or other mandatory educational requirements may result in corrective or remedial action proportionate to the nature and circumstances of the matter and undertaken by the appropriate authority.

POLICY 8

BOARD ORIENTATION AND CONTINUING EDUCATION

9. Exceptions

Exceptions to this Policy may be authorized only by the Board of Directors.

Exceptions shall be limited, justified, appropriately authorized, and documented when required.

No exception may authorize an action inconsistent with the Constitution, Bylaws, applicable law, or fundamental institutional obligations of the Society.

10. Records and Documentation

The Secretariat shall maintain appropriate records relating to Board orientation and continuing education conducted or formally sponsored by the Society, including programs, educational materials, participation, and completion of required activities when applicable.

Orientation materials and governance educational resources shall be maintained and periodically updated to reflect changes in the Society's governing documents, policies, governance structure, strategic priorities, activities, and relevant legal or professional requirements.

Records should provide reasonable documentation that Directors have received appropriate orientation and access to the governing documents, policies, and other resources necessary for informed Board service. Significant continuing-education activities provided by the Society should also be documented when appropriate.

Materials developed for Board education should be preserved when they have continuing governance, historical, or institutional value. Superseded materials may be retained when necessary to document prior governance practices or the evolution of the Society's orientation program.

Official records shall be maintained with appropriate confidentiality and in accordance with applicable law, governing documents, records-management and document-retention requirements, and applicable data-protection obligations.

The Secretariat shall serve as custodian of official institutional records arising under this Policy except where responsibility is assigned otherwise by the Constitution, Bylaws, policy, or applicable law.

POLICY 8

BOARD ORIENTATION AND CONTINUING EDUCATION

IV. INTEGRATION AND CONTINUITY

11. Related Documents

Related institutional documents include, as applicable:

- Constitution of the Global Newborn Society;
- Bylaws of the Global Newborn Society;
- Governance Handbook;
- Board Policy Manual;
- Code of Conduct;
- Conflict of Interest Policy;
- Confidentiality Policy;
- Board Meetings Policy;
- Board Committees Policy;
- applicable Committee Charters; and
- related procedures, educational materials, forms, resolutions, and other official institutional documents.

Identification of related documents shall promote consistency across the Society's governance framework and facilitate implementation of this Policy.

12. References

Relevant external legal, regulatory, professional, ethical, educational, or other authoritative sources may be identified when appropriate to the interpretation or implementation of this Policy.

References should, where appropriate, be authoritative, current, and internationally relevant.

No external reference shall supersede the Constitution, Bylaws, or other superior governing authority of the Global Newborn Society.

13. Review and Revision

This Policy shall be reviewed at least every five years, or earlier when changes in the Constitution, Bylaws, applicable law, governance structure, organizational needs, professional standards, or other circumstances warrant reconsideration.

POLICY 8

BOARD ORIENTATION AND CONTINUING EDUCATION

Revisions shall be approved by the Board of Directors in accordance with the governing documents and policies of the Society.

The Secretariat shall preserve the authoritative current version and institutional history of this Policy.

EPILOGUE

Effective governance requires not only capable Directors but Directors who continue to learn throughout their service.

Through structured orientation and continuing education, the Global Newborn Society equips its Directors to exercise informed judgment, adapt to an evolving global environment, and provide responsible stewardship of the Society across successive generations of leadership.

C. VERSION HISTORY

Version History shall provide the permanent chronological record of the adoption and subsequent substantive revisions of this Policy.

The Secretariat shall maintain the Version History as part of the authoritative institutional record.

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POLICY 8

BOARD ORIENTATION AND CONTINUING EDUCATION

DOCUMENT CONTROL

Policy Number	**Policy 8**
Policy Title	Board Orientation and Continuing Education
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Supersedes	None (Founding Policy)
Related Documents	Constitution; Bylaws; Governance Handbook; Policy 6 – Board Meetings; Policy 7 – Board Committees
Document Status	Active

VERSION HISTORY

Version	Date	Description	Approved By
1.0	August 1, 2026	Founding Policy	Board of Directors

POLICY 9

STRATEGIC PLANNING

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POLICY 9

STRATEGIC PLANNING

INTRODUCTION

Strategic planning provides the framework through which the Global Newborn Society translates its mission and long-term vision into institutional priorities, measurable objectives, and coordinated action.

This Policy establishes a common framework for strategic planning, implementation, oversight, and periodic evaluation to support responsible stewardship, organizational sustainability, innovation, and institutional development.

DOCUMENT CONTROL

Document Control establishes the official administrative identity and current status of this Policy and shall be maintained in accordance with the standardized Document Control requirements of the Policy Manual.

STANDARDIZED POLICY ARCHITECTURE

I. FOUNDATION

1. Purpose

This Policy establishes the principles governing strategic planning within the Global Newborn Society.

It promotes long-term vision, responsible stewardship, organizational sustainability, and alignment of the Society's activities with its mission, Founding Philosophy, Constitutional Identity, and strategic priorities.

2. Scope

This Policy applies to the Board of Directors; Board Chair; Founder President–Chief Executive Officer or successor; Board committees; Secretariat; and other individuals or bodies authorized to participate in the development, implementation, monitoring, or review of the Society's strategic priorities and Strategic Plan.

POLICY 9

STRATEGIC PLANNING

3. Policy Statement

The Board of Directors shall provide strategic leadership for the Global Newborn Society through the adoption, oversight, and periodic review of a comprehensive Strategic Plan.

Strategic planning shall be an ongoing governance responsibility that guides the Society's long-term direction, organizational priorities, resource stewardship, program development, and institutional growth while remaining faithful to its mission and values.

The Strategic Plan shall provide a framework for translating institutional priorities into measurable objectives and coordinated action while allowing appropriate adaptation to emerging opportunities, challenges, and changing circumstances.

This Policy is adopted by the Board of Directors pursuant to the Constitution and Bylaws of the Global Newborn Society.

4. Definitions

For purposes of this Policy:

Strategic Plan — the Board-approved framework establishing the Society's long-term strategic direction, priorities, objectives, and major institutional initiatives.

Strategic Priority — an area of institutional importance designated for focused attention, resources, or action in furtherance of the Society's mission.

Strategic Objective — a defined outcome intended to advance one or more strategic priorities.

Strategic Initiative — a program, project, activity, or coordinated action undertaken to advance a strategic objective.

Performance Measure — a qualitative or quantitative measure used to assess progress toward a strategic objective or priority.

POLICY 9

STRATEGIC PLANNING

II. PRINCIPLES AND ACCOUNTABILITY

5. Guiding Principles and Contextual Considerations

Strategic planning shall be guided by the following principles:

Vision — Strategic planning shall advance the Society's long-term mission and future development.

Mission Alignment — Strategic priorities shall remain consistent with the Society's mission, vision, Founding Philosophy, Enduring Principles, and Constitutional Identity.

Collaboration — Strategic planning should encourage appropriate participation by the Board, leadership, committees, and other relevant stakeholders.

Innovation — Strategic planning shall encourage innovation while preserving the Society's core values and institutional continuity.

Accountability — Strategic priorities and objectives shall be monitored, evaluated, and periodically reviewed.

Stewardship — Strategic planning shall promote the responsible use of financial, human, technological, and organizational resources.

These principles shall be interpreted with appropriate consideration of the international, multidisciplinary, and geographically diverse character of the Society.

Strategic planning should, where appropriate, consider differences in global newborn health needs, resources, institutional capacity, geographic priorities, partnerships, technology, sustainability, and the evolving environments in which the Society operates.

Application of contextual considerations shall remain consistent with the mission, Founding Philosophy, Enduring Principles, Constitution, and Bylaws of the Global Newborn Society.

POLICY 9

STRATEGIC PLANNING

6. Roles and Responsibilities

The Board of Directors shall establish the Society's long-term strategic direction; approve the Strategic Plan and major revisions; periodically review strategic priorities; monitor progress toward strategic objectives; consider significant strategic opportunities and risks; and ensure that strategic decisions remain consistent with the Constitution, Bylaws, and mission of the Society.

The Board Chair shall facilitate Board participation in strategic planning; encourage long-term strategic thinking; promote periodic review of strategic priorities; and support oversight of Board-approved strategic initiatives.

The Founder President–Chief Executive Officer or successor shall coordinate development and implementation of the Strategic Plan; provide information and recommendations supporting strategic decision-making; monitor progress toward strategic objectives; identify significant opportunities and emerging risks; report regularly to the Board regarding implementation; and recommend revisions when appropriate.

Board Committees shall contribute expertise within their assigned responsibilities; support implementation and oversight of applicable strategic initiatives; monitor progress within their areas of responsibility; and provide recommendations regarding strategic priorities.

The Secretariat shall provide administrative support for strategic planning; maintain the authoritative Strategic Plan and related institutional records; coordinate documentation and reporting; and support communication of Board-approved strategic priorities.

Delegation of responsibility shall not diminish the accountability of the body or office retaining ultimate authority.

POLICY 9

STRATEGIC PLANNING

III. IMPLEMENTATION AND ASSURANCE

7. Procedures

Strategic Plan Development — The Society shall maintain a Strategic Plan that should ordinarily:

- articulate the Society's long-term vision and strategic priorities;
- establish measurable goals and organizational objectives;
- identify major initiatives supporting the Society's mission;
- consider emerging opportunities, challenges, and organizational risks;
- promote responsible stewardship of financial, human, technological, and organizational resources;
- encourage innovation and continuous improvement; and
- provide a framework for evaluating organizational performance.

Implementation — Board-approved strategic priorities shall be translated, as appropriate, into initiatives, responsibilities, resource decisions, performance measures, and implementation activities.

Monitoring — Implementation of the Strategic Plan shall be supported through regular reporting, organizational performance measures, and periodic Board review.

Strategic Oversight — The Board of Directors shall periodically evaluate progress toward achievement of strategic objectives and may modify strategic priorities when necessary to advance the Society's mission and long-term institutional development.

Revision — The Strategic Plan may be revised when necessary to reflect changes in the Society's environment, priorities, organizational capacity, strategic opportunities, risks, or other relevant circumstances.

POLICY 9

STRATEGIC PLANNING

8. Compliance

All individuals and bodies responsible for implementation or oversight of Board-approved strategic priorities shall comply with applicable requirements of this Policy.

Concerns regarding noncompliance shall be considered fairly and objectively in accordance with the Constitution, Bylaws, applicable policies and procedures, and law.

Failure to comply with this Policy may result in corrective or remedial action proportionate to the nature and circumstances of the matter and undertaken by the appropriate authority.

9. Exceptions

Exceptions to this Policy may be authorized only by the Board of Directors. Exceptions shall be limited, justified, appropriately authorized, and documented when required.

No exception may authorize an action inconsistent with the Constitution, Bylaws, applicable law, or fundamental institutional obligations of the Society.

10. Records and Documentation

The Secretariat shall maintain the authoritative Strategic Plan and appropriate records relating to its development, approval, implementation, monitoring, evaluation, and revision.

Board-approved strategic priorities, significant revisions, performance reports, and related governance records shall be preserved as part of the Society's institutional record.

Official records shall be maintained in accordance with applicable law, governing documents, records-management requirements, and applicable confidentiality and data-protection obligations.

The Secretariat shall serve as custodian of official institutional records arising under this Policy except where responsibility is assigned otherwise by the Constitution, Bylaws, policy, or applicable law.

POLICY 9

STRATEGIC PLANNING

IV. INTEGRATION AND CONTINUITY

11. Related Documents

Related institutional documents include, as applicable:

- Constitution of the Global Newborn Society;
- Bylaws of the Global Newborn Society;
- Governance Handbook;
- Board Policy Manual;
- Strategic Plan;
- Board Meetings Policy;
- Board Committees Policy;
- applicable financial and resource-stewardship policies;
- applicable Committee Charters; and
- related operational plans, performance reports, procedures, resolutions, and other official institutional documents.

Identification of related documents shall promote consistency across the Society's governance framework and facilitate implementation of this Policy.

12. References

Relevant external legal, regulatory, professional, ethical, strategic, or other authoritative sources may be identified when appropriate to the interpretation or implementation of this Policy.

References should, where appropriate, be authoritative, current, and internationally relevant.

No external reference shall supersede the Constitution, Bylaws, or other superior governing authority of the Global Newborn Society.

13. Review and Revision

This Policy shall be reviewed at least every five years, or earlier when changes in the Constitution, Bylaws, applicable law, governance structure, organizational needs, professional standards, or other circumstances warrant reconsideration.

POLICY 9

STRATEGIC PLANNING

Revisions shall be approved by the Board of Directors in accordance with the governing documents and policies of the Society.

The Secretariat shall preserve the authoritative current version and institutional history of this Policy.

EPILOGUE

Strategic planning enables the Global Newborn Society to look beyond immediate priorities and prepare deliberately for its future.

By aligning vision with measurable objectives, responsible stewardship, innovation, and continuing evaluation, the Society can adapt to a changing global environment while remaining anchored in its mission, Founding Philosophy, Enduring Principles, and Constitutional Identity.

VERSION HISTORY

Version History shall provide the permanent chronological record of the adoption and subsequent substantive revisions of this Policy.

The Secretariat shall maintain the Version History as part of the authoritative institutional record.

POLICY 9

STRATEGIC PLANNING

DOCUMENT CONTROL

Policy Number	Policy 9
Policy Title	Strategic Planning
Policy Category	Board Operations
Responsible Authority	Board of Directors
Policy Owner	Board Chair
Administrative Custodian	Secretariat
Original Adoption	August 1, 2026
Most Recent Revision	—
Effective Date	August 1, 2026
Next Scheduled Review	August 2031
Review Cycle	Every five years, or sooner if required
Supersedes	None (Founding Policy)
Related Documents	Policy 9
Document Status	Strategic Planning

VERSION HISTORY

Version	Date	Description	Approved By
1.0	August 1, 2026	Founding Policy	Board of Directors

POLICY 10

RISK MANAGEMENT

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POLICY 10

RISK MANAGEMENT

INTRODUCTION

Effective risk management enables the Global Newborn Society to anticipate uncertainty, protect its institutional interests, and pursue its mission with resilience and responsible stewardship.

This Policy establishes a common framework for identifying, assessing, managing, monitoring, and reporting risks that may affect the Society's governance, operations, financial sustainability, reputation, legal compliance, or strategic objectives.

DOCUMENT CONTROL

Document Control establishes the official administrative identity and current status of this Policy and shall be maintained in accordance with the standardized

Document Control requirements of the Policy Manual.

STANDARDIZED POLICY ARCHITECTURE

I. FOUNDATION

1. Purpose

This Policy establishes the principles governing enterprise risk management within the Global Newborn Society.

It promotes the identification, assessment, oversight, and management of risks that may affect the Society's mission, governance, operations, financial sustainability, reputation, legal compliance, or strategic objectives.

2. Scope

This Policy applies to the Board of Directors; Board Chair; Founder President–Chief Executive Officer or successor; Board committees; Secretariat; and other individuals or bodies responsible for identifying, assessing, managing, monitoring, or reporting significant organizational risks.

POLICY 10

RISK MANAGEMENT

3. Policy Statement

The Board of Directors shall oversee a comprehensive and proactive approach to risk management that supports informed decision-making, organizational resilience, and responsible stewardship.

Risk management shall be integrated, as appropriate, into the Society's governance, strategic planning, financial oversight, operational activities, and major organizational decisions.

Significant risks shall be identified, assessed, managed, monitored, and communicated to the appropriate institutional authority in a timely manner.

This Policy is adopted by the Board of Directors pursuant to the Constitution and Bylaws of the Global Newborn Society.

4. Definitions

For purposes of this Policy:

Risk — an event, circumstance, condition, or uncertainty that may affect achievement of the Society's mission, objectives, operations, resources, reputation, or institutional obligations.

Enterprise Risk Management — the coordinated process through which significant organizational risks are identified, assessed, managed, monitored, and reported.

Risk Assessment — the evaluation of an identified risk according to its likelihood, potential impact, significance, and other relevant factors.

Risk Mitigation — measures undertaken to reduce the likelihood, impact, or consequences of an identified risk.

Business Continuity — the capability of the Society to maintain or restore essential governance and organizational functions during and following a significant disruption.

POLICY 10

RISK MANAGEMENT

II. PRINCIPLES AND ACCOUNTABILITY

5. Guiding Principles and Contextual Considerations

Risk management shall be guided by the following principles:

Proactive Oversight — Risks should be identified, assessed, and addressed before they significantly affect the Society.

Strategic Alignment — Risk management shall support achievement of the Society's mission and strategic priorities.

Accountability — Responsibility for risk management shall be assigned according to appropriate authority and institutional responsibility.

Transparency — Significant risks shall be communicated appropriately to the Board of Directors and other responsible authorities.

Resilience — The Society shall strengthen its ability to anticipate, respond to, and recover from significant challenges.

Stewardship — Responsible risk management shall protect the Society's mission, reputation, resources, and long-term sustainability.

These principles shall be interpreted with appropriate consideration of the international, multidisciplinary, and geographically diverse character of the Society.

Risk assessment should, where appropriate, consider differences in legal and regulatory environments, geographic circumstances, institutional capacity, resources, technology, partnerships, and other conditions relevant to the Society's international activities.

Application of contextual considerations shall remain consistent with the mission, Founding Philosophy, Enduring Principles, Constitution, and Bylaws of the Global Newborn Society.

6. Roles and Responsibilities

The Board of Directors shall oversee the Society's enterprise risk-management framework; consider significant risks when making strategic decisions; periodically review major organizational risks; ensure that appropriate mitigation strategies are established; and promote a culture of responsible risk management.

POLICY 10

RISK MANAGEMENT

The Board Chair shall facilitate Board oversight of organizational risk; ensure that significant risks receive appropriate Board consideration; and support periodic review of the Society's risk profile.

The Founder President–Chief Executive Officer or successor shall coordinate implementation of the Society's risk-management framework; identify emerging strategic, operational, financial, legal, technological, and reputational risks; develop appropriate mitigation strategies; report significant risks to the Board; and promote risk awareness throughout the Society.

Board Committees shall oversee risks within their delegated areas of responsibility; report significant risks requiring Board attention; and recommend appropriate risk-management or mitigation measures.

The Secretariat shall provide administrative support for risk-management activities; maintain appropriate risk-related records; support reporting and documentation; and assist with implementation of approved risk-management measures.

Delegation of responsibility shall not diminish the accountability of the body or office retaining ultimate authority.

III. IMPLEMENTATION AND ASSURANCE

7. Procedures

Risk Identification — Significant existing and emerging risks that may affect the Society shall be identified through appropriate governance, strategic, operational, financial, legal, technological, reputational, and other institutional processes.

Risk Assessment — Identified risks shall be evaluated, as appropriate, according to their likelihood, potential impact, significance, and implications for the Society's mission and activities.

Risk Mitigation — Appropriate measures shall be developed and implemented to avoid, reduce, transfer, accept, or otherwise manage identified risks according to their nature and significance.

POLICY 10

RISK MANAGEMENT

Assignment of Responsibility — Responsibility for management and oversight of significant risks shall be assigned to the appropriate individual, committee, office, or institutional body.

Monitoring — Significant risks and mitigation measures shall be monitored periodically to identify changes in the Society's risk profile and determine whether additional action is required.

Risk Reporting — The Founder President–Chief Executive Officer or successor shall provide periodic reports to the Board regarding significant organizational risks, emerging threats and opportunities, implementation of mitigation measures, major compliance issues, and other matters requiring Board oversight.

Integration — Risk management should be integrated, as appropriate, into strategic planning, financial oversight, program development, major partnerships, conferences, publications, fundraising, technology, and other significant organizational activities.

Business Continuity — The Society should maintain appropriate contingency and business-continuity arrangements to support essential governance and organizational functions during significant disruptions.

8. Compliance

All individuals and bodies responsible for risk management shall comply with the requirements of this Policy and fulfill assigned responsibilities for the identification, assessment, reporting, mitigation, monitoring, and escalation of significant risks.

Potential compliance concerns include failure to identify or report a known significant risk; failure to implement or monitor approved mitigation measures; unauthorized acceptance of material risk; withholding or misrepresenting material risk information; failure to escalate significant emerging risks; and failure to comply with Board-approved risk-management or business-continuity requirements.

POLICY 10

RISK MANAGEMENT

Concerns regarding noncompliance shall be considered fairly, objectively, and proportionately in accordance with the Constitution, Bylaws, applicable policies and procedures, and law. Appropriate review shall consider the nature and significance of the risk, potential or actual consequences, actions taken in response, and whether corrective measures are required.

Failure to comply with this Policy may result in corrective, remedial, educational, administrative, or other appropriate action proportionate to the nature and circumstances of the matter. Significant or recurring noncompliance shall be reported to the Board when appropriate.

9. Exceptions

Exceptions to this Policy may be authorized only by the Board of Directors.

Any proposed exception involving a significant risk shall identify the nature and rationale for the exception, reasonably foreseeable consequences, proposed safeguards or alternative controls, responsible authority, and duration of the exception when applicable.

Exceptions shall be limited, justified, appropriately authorized, and documented. They should be periodically reconsidered when continuing circumstances warrant.

No exception may authorize an action inconsistent with the Constitution, Bylaws, applicable law, or fundamental institutional obligations of the Society.

10. Records and Documentation

The Secretariat shall maintain appropriate records relating to significant risk assessments, risk registers or equivalent documentation when used, mitigation measures, risk reports, Board and committee determinations, approved exceptions, business-continuity arrangements, significant incidents, and related institutional actions.

Documentation shall be sufficient to identify significant risks; decisions and actions taken; responsibilities assigned; mitigation and monitoring measures undertaken; material changes in risk status; and matters reported or escalated to the appropriate authority.

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RISK MANAGEMENT

Significant risk or compliance concerns shall be documented and reported promptly to the appropriate authority and, when warranted by their nature, significance, or potential impact, brought to the attention of the Board of Directors.

Risk records shall be maintained with appropriate confidentiality, access controls, and protection according to the nature and sensitivity of the information. Access shall be limited to individuals with appropriate authority or legitimate institutional need. Records containing legally privileged, financial, cybersecurity-sensitive, personnel, personal, or other protected information shall receive safeguards appropriate to their nature and applicable requirements.

Records relating to significant incidents, investigations, disputes, claims, regulatory matters, or reasonably anticipated legal proceedings shall be preserved when required by law, policy, legal hold, contractual obligation, or institutional necessity.

Official records shall be retained and disposed of in accordance with applicable law, governing documents, records-management and document-retention requirements, and applicable confidentiality and data-protection obligations.

International Activities — Records arising from projects, partnerships, programs, grants, meetings, research, or other activities conducted outside the United States shall be maintained in accordance with applicable local law, contractual and funding requirements, and the Society's records-management, confidentiality, privacy, and data-protection requirements. Where records are created, stored, accessed, transferred, or maintained across jurisdictions, appropriate measures shall address lawful access, cross-border transfer, security, retention, preservation, and institutional custody. Significant agreements should, where appropriate, establish responsibility for the ownership, custody, access, retention, transfer, and disposition of institutional records. Any conflict or uncertainty regarding applicable requirements shall be referred to the appropriate authority for review before records are transferred, destroyed, or otherwise disposed of.

The Secretariat shall serve as custodian of official institutional records arising under this Policy except where responsibility is assigned otherwise by the Constitution, Bylaws, policy, agreement, or applicable law.

POLICY 10

RISK MANAGEMENT

IV. INTEGRATION AND CONTINUITY

11. Related Documents

Related institutional documents include, as applicable:

- Constitution of the Global Newborn Society;
- Bylaws of the Global Newborn Society;
- Governance Handbook;
- Board Policy Manual;
- Strategic Planning Policy;
- Board Meetings Policy;
- Board Committees Policy;
- Conflict of Interest Policy;
- Confidentiality Policy;
- applicable financial, compliance, technology, and records-management policies; and
- related plans, procedures, committee charters, resolutions, and other official institutional documents.

Identification of related documents shall promote consistency across the Society's governance framework and facilitate implementation of this Policy.

12. References

Relevant external legal, regulatory, professional, ethical, risk-management, or other authoritative sources may be identified when appropriate to the interpretation or implementation of this Policy.

References should, where appropriate, be authoritative, current, and internationally relevant.

No external reference shall supersede the Constitution, Bylaws, or other superior governing authority of the Global Newborn Society.

POLICY 10

RISK MANAGEMENT

13. Review and Revision

This Policy shall be reviewed at least every five years, or earlier when changes in the Constitution, Bylaws, applicable law, governance structure, organizational needs, professional standards, or other circumstances warrant reconsideration.

Revisions shall be approved by the Board of Directors in accordance with the governing documents and policies of the Society.

The Secretariat shall preserve the authoritative current version and institutional history of this Policy.

EPILOGUE

Effective risk management enables the Global Newborn Society to pursue opportunity while remaining prepared for uncertainty.

Through proactive identification, responsible oversight, appropriate mitigation, and organizational resilience, the Society protects its mission, people, resources, reputation, and institutions while strengthening its capacity for sustainable global impact.

VERSION HISTORY

Version History shall provide the permanent chronological record of the adoption and subsequent substantive revisions of this Policy.

The Secretariat shall maintain the Version History as part of the authoritative institutional record.

POLICY 10

RISK MANAGEMENT

DOCUMENT CONTROL

Policy Number	**Policy 10**
Policy Title	Risk Management
Policy Category	Board Operations
Responsible Authority	Board of Directors
Policy Owner	Board Chair
Administrative Custodian	Secretariat
Original Adoption	August 1, 2026
Most Recent Revision	—
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Next Scheduled Review	August 2031
Review Cycle	Every five years, or sooner if required
Supersedes	None (Founding Policy)
Related Documents	Constitution; Bylaws; Governance Handbook; Policy 9 – Strategic Planning
Document Status	Active

VERSION HISTORY

Version	Date	Description	Approved By
1.0	August 1, 2026	Founding Policy	Board of Directors

PART III

Financial and Institutional Stewardship

Steward Resources. Sustain the Mission

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POLICY 11

FINANCIAL OVERSIGHT

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POLICY 11

FINANCIAL OVERSIGHT

INTRODUCTION

The Global Newborn Society is committed to the highest standards of financial integrity, accountability, transparency, and responsible stewardship. Individuals and bodies entrusted with the Society's financial resources share responsibility for protecting its assets, sustainability, reputation, and public trust.

This Policy establishes a common framework for financial oversight consistent with the Society's mission, Constitutional Identity, Founding Philosophy, Enduring Principles, and governing documents.

DOCUMENT CONTROL

Document Control establishes the official administrative identity and current status of this Policy and shall be maintained in accordance with the standardized Document Control requirements of the Policy Manual.

STANDARDIZED POLICY ARCHITECTURE

I. FOUNDATION

1. Purpose

This Policy establishes the principles and responsibilities governing oversight of the financial affairs of the Global Newborn Society.

It promotes financial integrity, accountability, transparency, responsible stewardship, appropriate financial controls, and long-term organizational sustainability in support of the Society's mission, Constitutional Identity, Founding Philosophy, and Enduring Principles.

2. Scope

This Policy applies to the Board of Directors; the Treasurer; the Finance and Audit Committee; the Founder President–Chief Executive Officer or successor; the Secretariat; individuals authorized to manage or oversee Society financial resources; and any other individual or body acting on behalf of the Society in financial matters.

POLICY 11

FINANCIAL OVERSIGHT

3. Policy Statement

The Global Newborn Society is committed to the highest standards of responsible, ethical, and transparent financial governance.

Individuals and bodies subject to this Policy shall manage and oversee the Society's financial resources prudently and in the best interests of the Society. They shall safeguard the Society's assets, support informed decision-making, promote compliance with applicable requirements, and exercise financial stewardship in a manner that strengthens public trust and advances the Society's charitable mission.

This Policy is adopted by the Board of Directors pursuant to the Constitution and Bylaws of the Global Newborn Society.

4. Definitions

For purposes of this Policy:

Financial Oversight — The governance processes through which the Board of Directors and other authorized bodies review, supervise, and assess the financial affairs of the Society.

Financial Resources — Funds, revenues, grants, donations, reserves, investments, restricted funds, and other financial assets held, administered, or controlled by or on behalf of the Society.

Internal Controls — Policies, procedures, systems, and safeguards designed to protect assets, promote accurate financial reporting, reduce the risk of fraud, error, or misuse of funds, and support compliance with applicable requirements.

Restricted Funds — Financial resources subject to donor-imposed, grant-imposed, contractual, legal, or other authorized restrictions governing their use.

Independent Financial Review — An audit, review, examination, or other external assessment of the Society's financial records, statements, controls, or practices conducted by an appropriately qualified independent person or entity.

POLICY 11

FINANCIAL OVERSIGHT

II. PRINCIPLES AND ACCOUNTABILITY

5. Guiding Principles and Contextual Considerations

Individuals and bodies subject to this Policy shall be guided by the following principles:

Stewardship — Manage financial resources responsibly and prudently in support of the Society's mission.

Accountability — Ensure that financial decisions and activities are subject to appropriate authorization, oversight, documentation, and governance.

Transparency — Maintain financial reporting that is accurate, timely, understandable, and sufficient to support informed oversight and decision-making.

Integrity — Conduct financial activities honestly, ethically, and in the best interests of the Society.

Sustainability — Promote financial planning and resource allocation that support the Society's long-term stability, development, and capacity to fulfill its mission.

Compliance — Conduct financial management in accordance with applicable laws and regulations, the Constitution, Bylaws, and Board-approved policies.

These principles shall be interpreted with appropriate consideration of the international, multidisciplinary, and culturally diverse character of the Society.

Application of contextual considerations shall remain consistent with the mission, Founding Philosophy, Enduring Principles, Constitution, and Bylaws of the Global Newborn Society.

6. Roles and Responsibilities

The Board of Directors shall provide oversight of the Society's financial affairs; approve the annual operating budget and significant budget amendments; monitor the Society's financial performance; safeguard the Society's assets; review financial reports on a regular basis; ensure appropriate financial controls are maintained; oversee significant financial risks; and support the Society's long-term financial sustainability.

POLICY 11

FINANCIAL OVERSIGHT

The Treasurer shall advise the Board regarding financial matters; review the Society's financial position and performance; present financial reports to the Board; support preparation and review of the annual budget; and assist in monitoring compliance with approved financial policies.

The Finance and Audit Committee shall review financial statements and reports; oversee financial controls and accountability; review budget performance; monitor significant financial risks; oversee independent financial reviews or audits when applicable; and make recommendations to the Board regarding financial governance.

The Founder President–Chief Executive Officer or successor shall oversee implementation of Board-approved financial policies; support preparation of the annual operating budget; provide financial information requested by the Board; report significant financial issues or risks; and promote responsible financial stewardship throughout the Society.

The Secretariat shall support appropriate financial documentation and institutional recordkeeping; facilitate financial reporting and governance documentation; and maintain official institutional records arising under this Policy except where responsibility is assigned otherwise.

Individuals authorized to manage or oversee Society financial resources shall comply with applicable financial policies, authorization requirements, internal controls, documentation requirements, and decisions of the appropriate governing authority.

Delegation of responsibility shall not diminish the accountability of the body or office retaining ultimate authority.

POLICY 11

FINANCIAL OVERSIGHT

III. IMPLEMENTATION AND ASSURANCE

7. Procedures

Standards of financial oversight under this Policy shall be implemented through appropriate governance, reporting, review, and control processes.

The Board shall oversee, as applicable:

- annual budgets and significant budget amendments;
- financial performance;
- revenues and expenditures;
- cash flow and financial sustainability;
- major expenditures and financial commitments;
- financial reserves;
- grants and restricted funds;
- fundraising accountability;
- investment oversight, when applicable; and
- significant financial risks.

The Board shall receive periodic financial reports sufficient to support informed oversight of the Society's financial position and operations.

Financial reports shall provide accurate, timely, and understandable information regarding revenues, expenditures, assets, liabilities, budget performance, and other significant financial matters.

The Society shall maintain appropriate internal controls designed to safeguard assets; promote accurate financial reporting; reduce the risk of fraud, error, or misuse of funds; support compliance with Board-approved financial policies; and strengthen financial accountability.

The Board shall periodically determine whether an independent financial review, audit, or other external financial assessment is appropriate based upon the Society's size, activities, financial complexity, applicable legal requirements, and recognized governance practices.

Significant financial concerns, irregularities, control deficiencies, or risks identified through financial oversight shall be reported to the appropriate governing authority and addressed in accordance with applicable policies and procedures.

POLICY 11

FINANCIAL OVERSIGHT

8. Compliance

All individuals and bodies subject to this Policy shall comply with its requirements.

Concerns regarding noncompliance shall be considered fairly and objectively in accordance with the Constitution, Bylaws, applicable policies and procedures, and law.

Failure to comply with this Policy may result in appropriate corrective or remedial action proportionate to the nature and circumstances of the matter and undertaken by the appropriate authority.

9. Exceptions

Exceptions to this Policy may be authorized only by the Board of Directors.

Exceptions shall be limited, justified, appropriately authorized, and documented when required.

No exception may authorize conduct inconsistent with the Constitution, Bylaws, applicable law, or fundamental institutional obligations of the Society.

10. Records and Documentation

Records relating to financial oversight, reports, reviews, determinations, approvals, and actions arising under this Policy shall be created and maintained as appropriate to the nature and circumstances of the matter.

Such records may include annual budgets and significant amendments; periodic financial statements and reports; records of significant financial decisions and commitments; grant and restricted-fund documentation; records relating to financial controls and significant financial risks; independent financial reviews, audits, or assessments; and related corrective actions or determinations.

Such records shall be maintained with appropriate confidentiality and protection in accordance with applicable law, governing documents, records-management requirements, and applicable data-protection obligations.

The Secretariat shall serve as custodian of official institutional records arising under this Policy except where responsibility is assigned otherwise by the Constitution, Bylaws, policy, or applicable law.

POLICY 11

FINANCIAL OVERSIGHT

IV. INTEGRATION AND CONTINUITY

11. Related Documents

Related institutional documents include, as applicable:
Constitution of the Global Newborn Society;

- Bylaws of the Global Newborn Society;
- Governance Handbook;
- Board Policy Manual;
- Conflict of Interest Policy;
- Whistleblower Protection Policy;
- applicable financial management, internal control, fundraising, grant-management, investment, and records-management policies; and
- related procedures, committee charters, resolutions, and other official institutional documents.

Identification of related documents shall promote consistency across the Society's governance framework and facilitate implementation of this Policy.

12. References

Relevant external legal, regulatory, financial, accounting, nonprofit-governance, or other authoritative sources may be identified when appropriate to the interpretation or implementation of this Policy.

References should, where appropriate, be authoritative, current, and internationally relevant. No external reference shall supersede the Constitution, Bylaws, or other superior governing authority of the Global Newborn Society.

13. Review and Revision

This Policy shall be reviewed at least every five years, or earlier when changes in the Constitution, Bylaws, applicable law, governance structure, organizational needs, professional standards, or other circumstances warrant reconsideration.

Revisions shall be approved by the Board of Directors in accordance with the governing documents and policies of the Society.

POLICY 11

FINANCIAL OVERSIGHT

The Secretariat shall preserve the authoritative current version and institutional history of this Policy.

EPILOGUE

Responsible financial stewardship is fundamental to the ability of the Global Newborn Society to fulfill its mission and to the trust placed in it by its Members, partners, supporters, professional communities, and the public.

By maintaining sound financial oversight, accountability, transparency, integrity, and prudent stewardship, those who serve the Society protect its resources, strengthen its institutions, and preserve its mission for future generations.

VERSION HISTORY

Version History shall provide the permanent chronological record of the adoption and subsequent substantive revisions of this Policy.

The Secretariat shall maintain the Version History as part of the authoritative institutional record.

POLICY 11

FINANCIAL OVERSIGHT

DOCUMENT CONTROL

Policy Number	**Policy 11**
Policy Title	Financial Oversight
Policy Category	Financial Governance
Responsible Authority	Board of Directors
Policy Owner	Treasurer
Administrative Custodian	Secretariat
Original Adoption	August 1, 2026
Most Recent Revision	—
Effective Date	August 1, 2026
Next Scheduled Review	August 2031
Review Cycle	Every five years, or sooner if required
Supersedes	None (Founding Policy)
Related Documents	Constitution; Bylaws; Governance Handbook; Policy 9 – Strategic Planning; Policy 10 – Risk Management; Policy 12 – Investment and Reserve Funds
Document Status	Active

VERSION HISTORY

Version	Date	Description	Approved By
1.0	August 1, 2026	Founding Policy	Board of Directors

POLICY 12

INVESTMENT AND RESERVE FUNDS

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POLICY 12

INVESTMENT AND RESERVE FUNDS

INTRODUCTION

Prudent stewardship of financial reserves and investment assets supports the stability, resilience, and long-term sustainability of the Global Newborn Society.

This Policy establishes a common framework for the oversight, investment, management, and preservation of reserve funds and investment assets in support of the Society's charitable mission and institutional development.

DOCUMENT CONTROL

Document Control establishes the official administrative identity and current status of this Policy and shall be maintained in accordance with the standardized Document Control requirements of the Policy Manual.

STANDARDIZED POLICY ARCHITECTURE

I. FOUNDATION

1. Purpose

This Policy establishes the principles governing the oversight, investment, and stewardship of the Global Newborn Society's reserve funds and investment assets.

It promotes prudent financial management, preservation of capital, appropriate management of investment risk, and long-term financial sustainability in support of the Society's charitable mission.

2. Scope

This Policy applies to the Board of Directors; Treasurer; Finance and Audit Committee; Founder President–Chief Executive Officer or successor; individuals or institutions authorized to oversee, advise upon, or manage investment assets; and reserve funds, investment accounts, endowment funds, and other long-term financial assets owned or controlled by the Society.

POLICY 12

INVESTMENT AND RESERVE FUNDS

3. Policy Statement

The Board of Directors shall oversee the management of the Society's reserve funds and investment assets in a prudent, transparent, and responsible manner.

Investment decisions shall support the Society's mission, preserve financial stability, maintain appropriate liquidity, and support long-term institutional development while managing investment risk appropriately.

Reserve funds and investment assets shall be managed in accordance with Board-approved objectives, applicable law, and recognized principles of prudent financial stewardship.

This Policy is adopted by the Board of Directors pursuant to the Constitution and Bylaws of the Global Newborn Society.

4. Definitions

For purposes of this Policy:

Reserve Funds — financial resources designated or maintained to support organizational continuity, financial stability, unexpected needs, approved strategic priorities, or other long-term institutional purposes.

Investment Assets — funds or other financial assets invested or held for investment purposes on behalf of the Society.

Endowment Funds — assets contributed or designated for long-term investment subject to applicable donor restrictions, Board designations, agreements, or law.

Liquidity — the availability of financial resources to meet current and reasonably anticipated obligations.

Asset Allocation — the distribution of investment assets among different asset classes or investment categories according to approved objectives and risk considerations.

POLICY 12

INVESTMENT AND RESERVE FUNDS

II. PRINCIPLES AND ACCOUNTABILITY

5. Guiding Principles and Contextual Considerations

Investment and reserve-fund stewardship shall be guided by the following principles:

Stewardship — Reserve funds and investment assets shall be managed responsibly in support of the Society's mission.

Prudence — Investment decisions shall reflect sound judgment, appropriate diversification, and responsible risk management.

Preservation — Preservation of capital shall be an important objective of reserve-fund and investment management, consistent with the Society's financial needs and long-term objectives.

Sustainability — Investment and reserve strategies shall promote the Society's long-term financial strength and institutional continuity.

Transparency — Investment activities shall be subject to appropriate oversight, documentation, and reporting.

Accountability — Individuals and bodies responsible for investment oversight shall act in the best interests of the Society and within their assigned authority.

These principles shall be interpreted with appropriate consideration of the Society's charitable mission, financial position, liquidity requirements, institutional obligations, strategic priorities, investment horizon, and tolerance for risk. Investment decisions should also consider applicable legal and regulatory requirements and relevant economic and financial circumstances.

Application of contextual considerations shall remain consistent with the mission, Founding Philosophy, Enduring Principles, Constitution, and Bylaws of the Global Newborn Society.

POLICY 12

INVESTMENT AND RESERVE FUNDS

6. Roles and Responsibilities

The Board of Directors shall establish the Society's investment philosophy and reserve-fund objectives; approve investment policies and significant revisions; oversee reserve funds and investment assets; periodically review investment performance and reserve adequacy; ensure consistency with the Society's mission and risk tolerance; and safeguard long-term financial sustainability.

The Treasurer shall advise the Board regarding investment and reserve matters; monitor investment performance; review reserve-fund adequacy; present periodic reports to the Board; and recommend revisions to investment strategies when appropriate.

The Finance and Audit Committee shall oversee implementation of Board-approved investment policies within its assigned authority; review investment performance and associated risks; evaluate reserve-fund adequacy; review recommendations from investment advisors when applicable; and report significant matters to the Board.

The Founder President–Chief Executive Officer or successor shall support implementation of Board-approved investment policies; provide information requested by the Board; coordinate communication with authorized investment professionals; and support appropriate financial administration and reporting.

The Secretariat shall provide administrative support; maintain appropriate investment and reserve-fund records; preserve Board approvals and reports; and support documentation required under this Policy.

Delegation of responsibility shall not diminish the accountability of the body or office retaining ultimate authority.

POLICY 12

INVESTMENT AND RESERVE FUNDS

III. IMPLEMENTATION AND ASSURANCE

7. Procedures

Reserve Funds — The Society should maintain reserve funds appropriate to its size, financial position, obligations, operational needs, and strategic priorities.

Reserve funds may support organizational continuity, financial stability, unexpected operational needs, Board-approved strategic initiatives, and long-term institutional sustainability.

The Board shall periodically review the adequacy of reserve funds in relation to the Society's financial position, anticipated obligations, operational requirements, and strategic priorities.

Investment Management — Investment assets shall be managed in accordance with Board-approved objectives and recognized principles of prudent financial management.

Investment decisions should consider:

- preservation of capital;
- appropriate diversification;
- liquidity requirements;
- expected investment return;
- investment horizon;
- risk tolerance;
- applicable legal and regulatory requirements; and
- the Society's charitable mission and long-term financial objectives.

Investment Advisors — The Board may retain qualified investment advisors, managers, or financial institutions to provide professional advice or assist in managing investment assets.

Selection and oversight of external investment professionals shall reflect appropriate qualifications, experience, independence, performance, fees, and alignment with Board-approved objectives.

POLICY 12

INVESTMENT AND RESERVE FUNDS

Appointment of an investment advisor, manager, or financial institution shall not diminish the Board's fiduciary responsibility for oversight of the Society's investments.

Investment Reporting — The Board shall receive periodic reports regarding investment performance, reserve-fund balances, asset allocation, significant investment risks, compliance with Board-approved investment requirements, and other information necessary for effective financial oversight.

Ethical Investment Considerations — When appropriate and consistent with its fiduciary responsibilities, the Board may consider whether investment practices align with the Society's charitable mission, purpose, and organizational values.

8. Compliance

All individuals and bodies responsible for the oversight, management, administration, or reporting of reserve funds and investment assets shall comply with applicable requirements of this Policy.

Concerns regarding noncompliance shall be considered fairly and objectively in accordance with the Constitution, Bylaws, applicable policies and procedures, and law.

Failure to comply with this Policy may result in corrective or remedial action proportionate to the nature and circumstances of the matter and undertaken by the appropriate authority.

9. Exceptions

Exceptions to this Policy may be authorized only by the Board of Directors.

Exceptions shall be limited, justified, appropriately authorized, and documented when required.

No exception may authorize an action inconsistent with the Constitution, Bylaws, applicable law, prudent financial management, or fundamental institutional obligations of the Society.

POLICY 12

INVESTMENT AND RESERVE FUNDS

10. Records and Documentation

The Secretariat shall maintain appropriate records relating to reserve funds, investment assets, Board approvals, investment reports, asset allocation, investment performance, external investment professionals, and other significant actions arising under this Policy.

Financial and investment records shall be maintained with appropriate accuracy, confidentiality, security, and protection.

Official records shall be maintained in accordance with applicable law, governing documents, records-management requirements, donor or contractual restrictions where applicable, and applicable confidentiality and data-protection obligations.

The Secretariat shall serve as custodian of official institutional records arising under this Policy except where responsibility is assigned otherwise by the Constitution, Bylaws, policy, agreement, or applicable law.

IV. INTEGRATION AND CONTINUITY

11. Related Documents

Related institutional documents include, as applicable:

- Constitution of the Global Newborn Society;
- Bylaws of the Global Newborn Society;
- Governance Handbook;
- Board Policy Manual;
- applicable financial stewardship and financial-management policies;
- Risk Management Policy;
- Strategic Planning Policy;
- Records Management Policy;
- applicable donor agreements and endowment instruments; and
- related procedures, financial reports, committee charters, resolutions, and other official institutional documents.

Identification of related documents shall promote consistency across the Society's governance framework and facilitate implementation of this Policy.

POLICY 12

INVESTMENT AND RESERVE FUNDS

12. References

Relevant external legal, regulatory, accounting, financial, investment, fiduciary, or other authoritative sources may be identified when appropriate to the interpretation or implementation of this Policy.

References should, where appropriate, be authoritative, current, and relevant to the Society's charitable and financial responsibilities.

No external reference shall supersede the Constitution, Bylaws, applicable law, donor restrictions, or other superior governing authority applicable to the Global Newborn Society.

13. Review and Revision

This Policy shall be reviewed at least every five years, or earlier when changes in the Constitution, Bylaws, applicable law, financial circumstances, investment practices, governance structure, organizational needs, or other circumstances warrant reconsideration.

Revisions shall be approved by the Board of Directors in accordance with the governing documents and policies of the Society. The Secretariat shall preserve the authoritative current version and institutional history of this Policy.

EPILOGUE

Responsible stewardship of reserves and investment assets strengthens the financial foundation upon which the Global Newborn Society can pursue its charitable mission.

Through prudence, appropriate risk management, transparency, and long-term financial planning, the Society can preserve resources entrusted to it today while strengthening its capacity to serve newborn infants, families, healthcare professionals, and the global community in the future.

VERSION HISTORY

Version History shall provide the permanent chronological record of the adoption and subsequent substantive revisions of this Policy.

The Secretariat shall maintain the Version History as part of the authoritative institutional record.

POLICY 12

INVESTMENT AND RESERVE FUNDS

DOCUMENT CONTROL

Policy Number	**Policy 12**
Policy Title	Investment and Reserve Funds
Policy Category	Financial Governance
Responsible Authority	Board of Directors
Policy Owner	Treasurer
Administrative Custodian	Secretariat
Original Adoption	August 1, 2026
Most Recent Revision	—
Effective Date	August 1, 2026
Next Scheduled Review	August 2031
Review Cycle	Every five years, or sooner if required
Supersedes	None (Founding Policy)
Related Documents	Constitution; Bylaws; Governance Handbook; Policy 10 – Risk Management; Policy 11 – Financial Oversight
Document Status	Active

VERSION HISTORY

Version	Date	Description	Approved By
1.0	August 1, 2026	Founding Policy	Board of Directors

POLICY 13

RECORDS MANAGEMENT

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POLICY 13

RECORDS MANAGEMENT

INTRODUCTION

Effective records management preserves the evidence, accountability, institutional memory, and documentary heritage of the Global Newborn Society.

This Policy establishes a common framework for the creation, maintenance, protection, access, retention, preservation, and disposition of official Society records throughout their lifecycle.

DOCUMENT CONTROL

Document Control establishes the official administrative identity and current status of this Policy and shall be maintained in accordance with the standardized Document Control requirements of the Policy Manual.

STANDARDIZED POLICY ARCHITECTURE

I. FOUNDATION

1. Purpose

This Policy establishes the principles governing the creation, maintenance, protection, access, retention, preservation, and disposition of the official records of the Global Newborn Society.

It promotes accountability, transparency, institutional continuity, legal compliance, and responsible stewardship of the Society's documentary heritage.

2. Scope

This Policy applies to the Board of Directors; Founder President–Chief Executive Officer or successor; Officers; Board committees; Secretariat; employees, volunteers, and other individuals responsible for Society records; and all official records created, received, maintained, or preserved on behalf of the Society.

3. Policy Statement

The Global Newborn Society shall maintain complete, accurate, authentic, and secure records documenting its governance, financial affairs, operations, legal obligations, and institutional activities.

POLICY 13

RECORDS MANAGEMENT

Official records shall be created, maintained, protected, accessed, retained, preserved, and disposed of in accordance with applicable law, governing documents, Board-approved policies, and established records-management requirements.

Records of enduring governance, legal, historical, or institutional significance shall be preserved as part of the permanent institutional memory of the Society.

This Policy is adopted by the Board of Directors pursuant to the Constitution and Bylaws of the Global Newborn Society.

4. Definitions

For purposes of this Policy:

Official Record — information created, received, or maintained by or on behalf of the Society that documents an official decision, transaction, obligation, activity, or institutional function and is required to be retained as evidence of that activity.

Permanent Record — an official record determined to possess enduring governance, legal, historical, or institutional significance and therefore designated for permanent preservation.

Record Retention — the preservation of an official record for the period required by applicable law, policy, institutional need, or an approved retention schedule.

Disposition — the authorized destruction, deletion, transfer, archival preservation, or other final treatment of an official record after applicable retention requirements have been satisfied.

Institutional Archives — the organized collection of records preserved permanently because of their enduring governance, legal, historical, or institutional significance.

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RECORDS MANAGEMENT

II. PRINCIPLES AND ACCOUNTABILITY

5. Guiding Principles and Contextual Considerations

Records management shall be guided by the following principles:

Integrity — Official records shall accurately and authentically reflect the Society's activities, decisions, and obligations.

Accountability — Records shall support responsible governance, institutional accountability, and appropriate oversight.

Confidentiality — Confidential and restricted records shall be protected against unauthorized access, use, or disclosure.

Accessibility — Authorized individuals shall have appropriate and timely access to official records necessary for legitimate Society purposes.

Preservation — Records of enduring governance, legal, historical, or institutional significance shall be preserved appropriately.

Stewardship — Responsible records management shall safeguard the Society's institutional memory, documentary heritage, and long-term continuity.

These principles shall be interpreted with appropriate consideration of the international, multidisciplinary, and geographically diverse character of the Society.

Records-management practices should, where appropriate, consider differences in legal and regulatory requirements, confidentiality and data-protection obligations, technology, security, accessibility, preservation requirements, and the locations in which Society activities occur.

Application of contextual considerations shall remain consistent with the mission, Founding Philosophy, Enduring Principles, Constitution, and Bylaws of the Global Newborn Society.

6. Roles and Responsibilities

The Board of Directors shall oversee the Society's records-management framework; approve policies governing official records; ensure that governance records are appropriately maintained and preserved; and promote responsible stewardship of the Society's documentary assets.

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RECORDS MANAGEMENT

The Founder President–Chief Executive Officer or successor shall support implementation of this Policy; ensure appropriate administrative oversight of records management; and report significant records-management matters to the Board when appropriate.

Board Committees and Officers shall ensure that official records arising from activities within their respective responsibilities are appropriately created, maintained, and transferred to the Secretariat when required.

The Secretariat shall serve as the principal administrative custodian of the Society's official institutional records; maintain governance records; preserve Board minutes, resolutions, governing documents, and other permanent records; protect confidential records; coordinate records-management practices; and maintain records in accordance with applicable retention and preservation requirements.

Individuals responsible for Society records shall create and maintain accurate records; protect confidential and restricted information; comply with applicable records-management requirements; preserve records entrusted to their care; and cooperate with authorized records reviews, audits, transfers, or preservation activities.

Delegation of responsibility shall not diminish the accountability of the body or office retaining ultimate authority.

III. IMPLEMENTATION AND ASSURANCE

7. Procedures

Creation and Capture — Official records shall be created or captured when necessary to document significant governance decisions, transactions, obligations, activities, and institutional functions.

Classification — Records shall be classified and organized according to their nature, purpose, sensitivity, retention requirements, and institutional significance.

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RECORDS MANAGEMENT

Official Records — Official records include, but are not limited to:

- Constitution and Bylaws;
- Board Policy Manual;
- Governance Handbook;
- Board and committee minutes;
- Board resolutions;
- financial and audit records;
- contracts and legal documents;
- strategic plans;
- committee reports;
- official correspondence;
- membership records;
- publications and intellectual-property records; and
- other records designated by the Board or required by applicable law or policy.

Record Protection — Appropriate administrative, physical, and electronic safeguards shall protect official records from unauthorized access, disclosure, alteration, loss, deterioration, or destruction.

Access — Access to official records shall be provided according to institutional responsibility, legitimate need, confidentiality requirements, governing documents, applicable policies, and law.

Retention — Records shall be retained in accordance with applicable legal requirements and the Society's approved records-retention requirements or schedule.

Permanent Preservation — Records of enduring governance, legal, historical, or institutional significance shall ordinarily be preserved permanently as part of the Society's institutional archives.

Disposition — Records that have satisfied applicable retention requirements and are not designated for permanent preservation may be disposed of in an authorized and secure manner.

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RECORDS MANAGEMENT

Disposition shall be suspended when records are subject to a legal hold, investigation, audit, regulatory requirement, or other obligation requiring continued preservation.

8. Compliance

All individuals and bodies responsible for the creation, custody, use, protection, retention, preservation, or disposition of Society records shall comply with applicable requirements of this Policy.

Concerns regarding noncompliance shall be considered fairly and objectively in accordance with the Constitution, Bylaws, applicable policies and procedures, and law.

Failure to comply with this Policy may result in corrective or remedial action proportionate to the nature and circumstances of the matter and undertaken by the appropriate authority.

9. Exceptions

Exceptions to this Policy may be authorized only by the Board of Directors.

Exceptions shall be limited, justified, appropriately authorized, and documented when required.

No exception may authorize the destruction, alteration, concealment, or unauthorized disclosure of records in violation of applicable law, governing documents, legal obligations, or fundamental institutional responsibilities of the Society.

10. Records and Documentation

The Secretariat shall maintain the authoritative institutional record of the Society and shall coordinate the appropriate custody, organization, protection, retention, preservation, and authorized disposition of official records.

Official records shall be maintained in a manner that protects their accuracy, authenticity, integrity, confidentiality, accessibility, security, and long-term preservation.

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RECORDS MANAGEMENT

Permanent records shall be preserved in formats and systems reasonably designed to maintain their accessibility and integrity across changes in technology and institutional leadership.

Records relating to authorized disposition, transfer, archival preservation, or other significant records-management actions shall themselves be appropriately documented and retained.

Official records shall be maintained in accordance with applicable law, governing documents, records-management requirements, and applicable confidentiality and data-protection obligations.

The Secretariat shall serve as custodian of official institutional records except where responsibility is assigned otherwise by the Constitution, Bylaws, policy, agreement, or applicable law.

IV. INTEGRATION AND CONTINUITY

11. Related Documents

Related institutional documents include, as applicable:

- Constitution of the Global Newborn Society;
- Bylaws of the Global Newborn Society;
- Governance Handbook;
- Board Policy Manual;
- Document Retention Policy or Schedule;
- Confidentiality Policy;
- Conflict of Interest Policy;
- Whistleblower Protection Policy;
- applicable financial, legal, data-protection, and information-security policies; and
- related procedures, schedules, forms, committee charters, resolutions, and other official institutional documents.

Identification of related documents shall promote consistency across the Society's governance framework and facilitate implementation of this Policy.

POLICY 13

RECORDS MANAGEMENT

12. References

Relevant external legal, regulatory, professional, archival, data-protection, records-management, or other authoritative sources may be identified when appropriate to the interpretation or implementation of this Policy.

References should, where appropriate, be authoritative, current, and internationally relevant. No external reference shall supersede the Constitution, Bylaws, applicable law, or other superior governing authority applicable to the Global Newborn Society.

13. Review and Revision

This Policy shall be reviewed at least every five years, or earlier when changes in the Constitution, Bylaws, applicable law, technology, records-management practices, governance structure, organizational needs, or other circumstances warrant reconsideration.

Revisions shall be approved by the Board of Directors in accordance with the governing documents and policies of the Society. The Secretariat shall preserve the authoritative current version and institutional history of this Policy.

EPILOGUE

Institutional memory depends upon the responsible preservation of the records through which an organization documents its decisions, responsibilities, achievements, and history.

Through accurate documentation, secure custody, appropriate access, disciplined retention, and permanent preservation of records of enduring significance, the Global Newborn Society safeguards its accountability and documentary heritage for successive generations of institutional leadership.

VERSION HISTORY

Version History shall provide the permanent chronological record of the adoption and subsequent substantive revisions of this Policy.

The Secretariat shall maintain the Version History as part of the authoritative institutional record.

POLICY 13

RECORDS MANAGEMENT

DOCUMENT CONTROL

Policy Number	**Policy 13**
Policy Title	Records Management
Policy Category	Governance Administration
Responsible Authority	Board of Directors
Policy Owner	Founder President–Chief Executive Officer
Administrative Custodian	Secretariat
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Most Recent Revision	—
Effective Date	August 1, 2026
Next Scheduled Review	August 2031
Review Cycle	Every five years, or sooner if required
Supersedes	None (Founding Policy)
Related Documents	Constitution; Bylaws; Governance Handbook; Policy 4 – Confidentiality; Policy 14 – Document Retention
Document Status	Active

VERSION HISTORY

Version	Date	Description	Approved By
1.0	August 1, 2026	Founding Policy	Board of Directors

POLICY 14

DOCUMENT RETENTION AND DISPOSITION

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POLICY 14

DOCUMENT RETENTION AND DISPOSITION

INTRODUCTION

Responsible document retention ensures that the Global Newborn Society preserves records for as long as they remain legally, operationally, financially, historically, or institutionally necessary while permitting secure disposition when continued retention is no longer required.

This Policy establishes a common framework for the retention, permanent preservation, legal hold, and authorized disposition of official Society records.

DOCUMENT CONTROL

Document Control establishes the official administrative identity and current status of this Policy and shall be maintained in accordance with the standardized Document Control requirements of the Policy Manual.

STANDARDIZED POLICY ARCHITECTURE

I. FOUNDATION

1. Purpose

This Policy establishes the principles governing the retention, preservation, and lawful disposition of the official records of the Global Newborn Society.

It promotes legal compliance, organizational accountability, operational efficiency, and preservation of the Society's institutional history.

2. Scope

This Policy applies to the Board of Directors; Founder President–Chief Executive Officer or successor; Officers; Board committees; Secretariat; employees, volunteers, and other individuals responsible for Society records; and all official records maintained on behalf of the Society in physical, electronic, or other form.

3. Policy Statement

The Global Newborn Society shall retain official records for periods appropriate to their legal, operational, financial, historical, governance, and institutional significance.

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DOCUMENT RETENTION AND DISPOSITION

Records shall be retained and disposed of only in accordance with this Policy, applicable law, and Board-approved retention requirements.

Records of permanent governance, legal, historical, or institutional significance shall be preserved indefinitely unless disposition is authorized in accordance with applicable law and the governing documents and policies of the Society.

Records subject to litigation, governmental inquiry, investigation, audit, legal hold, or other official review shall not be destroyed, altered, or otherwise disposed of until the applicable preservation requirement has been formally released.

This Policy is adopted by the Board of Directors pursuant to the Constitution and Bylaws of the Global Newborn Society.

4. Definitions

For purposes of this Policy:

Retention Period — the period during which an official record is required to be maintained before becoming eligible for authorized disposition.

Permanent Record — an official record possessing enduring governance, legal, historical, or institutional significance and designated for permanent preservation.

Disposition — the authorized destruction, deletion, transfer, archival preservation, or other final treatment of an official record following satisfaction of applicable retention requirements.

Legal Hold — a directive suspending the ordinary disposition of records because litigation, investigation, audit, governmental inquiry, or another official proceeding is pending, reasonably anticipated, or otherwise requires preservation.

Retention Schedule — the Board-approved or otherwise authorized framework identifying categories of records and their applicable retention periods or permanent-preservation requirements.

POLICY 14

DOCUMENT RETENTION AND DISPOSITION

II. PRINCIPLES AND ACCOUNTABILITY

5. Guiding Principles and Contextual Considerations

Document retention and disposition shall be guided by the following principles:

Compliance — Records shall be retained in accordance with applicable law, governing documents, and Board-approved policies.

Accountability — Retention and disposition practices shall support responsible governance and institutional accountability.

Preservation — Records of enduring governance, legal, historical, or institutional significance shall be preserved permanently.

Confidentiality — Records shall be maintained and disposed of in a manner appropriate to their confidentiality and sensitivity.

Consistency — Retention and disposition requirements shall be applied consistently throughout the Society.

Stewardship — Responsible retention and preservation shall protect the Society's institutional memory, documentary heritage, and long-term interests.

These principles shall be interpreted with appropriate consideration of the international, multidisciplinary, and geographically diverse character of the Society.

Retention requirements should, where appropriate, consider applicable legal and regulatory obligations, the nature and sensitivity of the information, operational requirements, technological changes, historical significance, and the locations in which records are created or maintained.

Application of contextual considerations shall remain consistent with the mission, Founding Philosophy, Enduring Principles, Constitution, and Bylaws of the Global Newborn Society.

6. Roles and Responsibilities

The Board of Directors shall approve the Society's document-retention framework; oversee compliance with this Policy; authorize exceptions when appropriate; and ensure preservation of records essential to the Society's governance and institutional history.

POLICY 14

DOCUMENT RETENTION AND DISPOSITION

The Founder President–Chief Executive Officer or successor shall support implementation of this Policy; promote compliance with approved retention practices; report significant retention matters to the Board when appropriate; and ensure appropriate administrative oversight.

Board Committees and Officers shall ensure that records arising within their respective responsibilities are maintained and transferred to the Secretariat in accordance with applicable retention and preservation requirements.

The Secretariat shall maintain the official retention schedule; oversee retention and authorized disposition of Society records; preserve permanent governance and institutional records; coordinate secure destruction or deletion of records eligible for disposition; administer legal holds as appropriate; and maintain documentation of significant disposition activities.

Individuals responsible for Society records shall comply with applicable retention requirements; protect records from unauthorized destruction, deletion, alteration, or disposition; promptly notify the appropriate authority when records may become subject to a legal hold; and cooperate with authorized records reviews, audits, transfers, or preservation activities.

Delegation of responsibility shall not diminish the accountability of the body or office retaining ultimate authority.

III. IMPLEMENTATION AND ASSURANCE

7. Procedures

Retention Schedule — Official records shall be retained according to an approved retention schedule based upon their:

- legal and regulatory requirements;
- governance significance;
- financial importance;
- operational value;
- historical and institutional significance; and
- other legitimate organizational needs.

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DOCUMENT RETENTION AND DISPOSITION

Permanent Records — Records of enduring governance, legal, historical, or institutional significance shall ordinarily be preserved permanently.

Permanent records shall ordinarily include:

- Constitution;
- Bylaws;
- Board Policy Manual;
- Governance Handbook;
- Board and committee minutes;
- Board resolutions;
- founding and incorporation documents;
- strategic plans of enduring institutional significance;
- audited financial statements;
- significant legal and corporate records;
- trademark and intellectual-property registrations;
- significant historical publications and official organizational reports; and
- other records designated for permanent preservation by the Board of Directors or applicable policy.

Disposition — Records that have satisfied applicable retention requirements and are not designated for permanent preservation may be disposed of through an authorized process.

Physical records shall be destroyed using methods appropriate to the confidentiality and sensitivity of the information.

Electronic records shall be deleted or otherwise disposed of using methods reasonably designed to prevent unauthorized access or recovery, taking into account available technology and the sensitivity of the information.

Significant disposition activities shall be documented when appropriate to maintain accountability and an appropriate audit trail.

Legal Hold — When litigation, governmental inquiry, investigation, audit, or other official proceeding is pending or reasonably anticipated, disposition of affected records shall be suspended.

POLICY 14

DOCUMENT RETENTION AND DISPOSITION

Records subject to a legal hold shall be preserved until the hold has been formally released by the appropriate authority.
No individual shall knowingly destroy, delete, alter, conceal, or otherwise dispose of records subject to a legal hold.

Periodic Review — Retention requirements and schedules shall be reviewed periodically and updated when necessary to reflect changes in applicable law, organizational activities, technology, institutional needs, or recognized records-management practices.

8. Compliance

All individuals and bodies responsible for the custody, retention, preservation, transfer, or disposition of Society records shall comply with applicable requirements of this Policy and authorized retention schedules.

Concerns regarding noncompliance shall be considered fairly and objectively in accordance with the Constitution, Bylaws, applicable policies and procedures, and law.

Failure to comply with this Policy, including unauthorized destruction, deletion, alteration, concealment, or disposition of official records, may result in corrective or remedial action proportionate to the nature and circumstances of the matter and undertaken by the appropriate authority.

9. Exceptions

Exceptions to this Policy may be authorized only by the Board of Directors.

Exceptions shall be limited, justified, appropriately authorized, and documented when required.

No exception may authorize destruction, deletion, alteration, concealment, or disposition of records contrary to applicable law, a legal hold, governing documents, or fundamental institutional obligations of the Society.

10. Records and Documentation

The Secretariat shall maintain the authoritative retention schedule and appropriate documentation relating to permanent preservation, legal holds, authorized disposition, and other significant actions undertaken pursuant to this Policy.

POLICY 14

DOCUMENT RETENTION AND DISPOSITION

Records documenting the authorized destruction or disposition of official records shall themselves be retained for an appropriate period according to applicable retention requirements.

Permanent records shall be preserved in formats and systems reasonably designed to maintain their authenticity, integrity, accessibility, and long-term preservation.

Official records shall be maintained in accordance with applicable law, governing documents, records-management requirements, and applicable confidentiality and data-protection obligations.

The Secretariat shall serve as custodian of official institutional records arising under this Policy except where responsibility is assigned otherwise by the Constitution, Bylaws, policy, agreement, or applicable law.

IV. INTEGRATION AND CONTINUITY

11. Related Documents

Related institutional documents include, as applicable:

- Constitution of the Global Newborn Society;
- Bylaws of the Global Newborn Society;
- Governance Handbook;
- Board Policy Manual;
- Records Management Policy;
- Confidentiality Policy;
- Whistleblower Protection Policy;
- applicable financial, legal, data-protection, and information-security policies;
- Document Retention Schedule; and
- related procedures, schedules, forms, resolutions, and other official institutional documents.

Identification of related documents shall promote consistency across the Society's governance framework and facilitate implementation of this Policy.

POLICY 14

DOCUMENT RETENTION AND DISPOSITION

12. References

Relevant external legal, regulatory, professional, archival, data-protection, records-management, or other authoritative sources may be identified when appropriate to the interpretation or implementation of this Policy.

References should, where appropriate, be authoritative, current, and internationally relevant.

No external reference shall supersede the Constitution, Bylaws, applicable law, or other superior governing authority applicable to the Global Newborn Society.

13. Review and Revision

This Policy shall be reviewed at least every five years, or earlier when changes in the Constitution, Bylaws, applicable law, technology, records-management practices, governance structure, organizational needs, or other circumstances warrant reconsideration.

Revisions shall be approved by the Board of Directors in accordance with the governing documents and policies of the Society. The Secretariat shall preserve the authoritative current version and institutional history of this Policy.

EPILOGUE

Responsible document retention balances the obligation to preserve institutional evidence and history with the need for disciplined and lawful management of records throughout their lifecycle.

Through consistent retention, permanent preservation of records of enduring significance, secure disposition, and rigorous protection of records subject to legal hold, the Global Newborn Society safeguards its accountability, institutional memory, and documentary heritage for future generations.

VERSION HISTORY

Version History shall provide the permanent chronological record of the adoption and subsequent substantive revisions of this Policy.

The Secretariat shall maintain the Version History as part of the authoritative institutional record.

POLICY 14

DOCUMENT RETENTION AND DISPOSITION

DOCUMENT CONTROL

Policy Number	**Policy 14**
Policy Title	Document Retention and Disposition
Policy Category	Governance Administration
Responsible Authority	Board of Directors
Policy Owner	Founder President–Chief Executive Officer
Administrative Custodian	Secretariat
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Next Scheduled Review	August 2031
Review Cycle	Every five years, or sooner if required
Supersedes	None (Founding Policy)
Related Documents	Constitution; Bylaws; Governance Handbook; Policy 4 – Confidentiality; Policy 13 – Records Management
Document Status	Active

VERSION HISTORY

Version	Date	Description	Approved By
1.0	August 1, 2026	Founding Policy	Board of Directors

Part IV

Leadership, Accountability, and Resilience

Strengthen Leadership. Preserve Continuity

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POLICY 15

LEADERSHIP SUCCESSION PLANNING

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POLICY 15

LEADERSHIP SUCCESSION PLANNING

INTRODUCTION

Leadership continuity is essential to the stability, effectiveness, and long-term stewardship of the Global Newborn Society.

This Policy establishes a common framework for succession planning, leadership development, institutional knowledge transfer, and orderly leadership transitions to support continuity across successive generations of Society leadership.

DOCUMENT CONTROL

Document Control establishes the official administrative identity and current status of this Policy and shall be maintained in accordance with the standardized Document Control requirements of the Policy Manual.

STANDARDIZED POLICY ARCHITECTURE

I. FOUNDATION

1. Purpose

This Policy establishes the principles governing succession planning for leadership positions within the Global Newborn Society.

It promotes organizational continuity, leadership development, institutional stability, preservation of institutional knowledge, and the orderly transition of governance responsibilities.

2. Scope

This Policy applies to the Board of Directors; Board Chair; Founder President–Chief Executive Officer or successor; Officers; committee Chairs; Board committees responsible for governance or nominations; and other leadership positions designated by the Board of Directors.

3. Policy Statement

The Board of Directors shall maintain an ongoing succession-planning process to promote continuity of leadership, preserve institutional knowledge, and support the long-term sustainability of the Society.

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LEADERSHIP SUCCESSION PLANNING

Succession planning shall identify anticipated leadership needs, encourage leadership development, prepare qualified future leaders, and facilitate orderly transitions when vacancies occur.

Succession planning shall address both anticipated transitions and circumstances in which an unexpected vacancy, incapacity, or other disruption requires timely continuity of leadership.

All succession processes shall remain consistent with the appointment, election, term, and succession requirements established by the Constitution and Bylaws.

This Policy is adopted by the Board of Directors pursuant to the Constitution and Bylaws of the Global Newborn Society.

4. Definitions

For purposes of this Policy:

Succession Planning — the continuing process of identifying leadership needs, developing leadership capacity, preparing for transitions, and supporting continuity in key leadership positions.

Leadership Development — activities intended to strengthen the knowledge, experience, competencies, judgment, and institutional understanding of current and prospective leaders.

Planned Succession — an anticipated leadership transition arising from completion of a term, retirement, resignation, or other foreseeable circumstance.

Emergency Succession — arrangements intended to maintain leadership continuity following an unexpected vacancy, incapacity, unavailability, or other significant disruption.

Institutional Knowledge Transfer — the organized transfer and preservation of information, responsibilities, relationships, records, experience, and institutional understanding necessary for effective leadership continuity.

II. PRINCIPLES AND ACCOUNTABILITY

5. Guiding Principles and Contextual Considerations

Succession planning shall be guided by the following principles:

POLICY 15

LEADERSHIP SUCCESSION PLANNING

Continuity — Leadership transitions shall occur in an orderly and effective manner.

Preparedness — The Society shall proactively prepare for planned and unplanned leadership transitions.

Leadership Development — Succession planning shall encourage identification, preparation, and development of future leaders.

Merit — Leadership selection shall reflect qualifications, experience, integrity, demonstrated service, and the needs of the Society.

Transparency — Succession processes shall be conducted through fair, objective, and appropriately documented governance processes.

Stewardship — Effective succession planning shall protect the Society's mission, institutional stability, and long-term continuity.

These principles shall be interpreted with appropriate consideration of the international, multidisciplinary, and geographically diverse character of the Society.

Succession planning should, where appropriate, consider leadership competencies, professional expertise, institutional experience, geographic representation, diversity of perspectives, organizational needs, and the future strategic direction of the Society.

Application of contextual considerations shall remain consistent with the mission, Founding Philosophy, Enduring Principles, Constitution, and Bylaws of the Global Newborn Society.

6. Roles and Responsibilities

The Board of Directors shall oversee succession planning for key leadership positions; periodically review leadership succession needs; support leadership-development initiatives; approve succession plans when appropriate; and promote continuity of governance.

The Board Chair shall facilitate Board consideration of succession planning; encourage development of future leaders; support orderly leadership transitions; and coordinate succession-planning activities assigned by the Board.

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LEADERSHIP SUCCESSION PLANNING

The Founder President–Chief Executive Officer or successor shall support leadership development throughout the Society; assist in identifying future leadership needs; facilitate organizational continuity and institutional knowledge transfer during leadership transitions; and advise the Board regarding succession-planning matters when requested.

The Governance and Nominating Committee, when established, shall assist the Board with succession planning; identify prospective leadership candidates; recommend leadership-development opportunities; periodically review succession needs and plans; and provide recommendations to the Board within its delegated authority.

The Secretariat shall support succession-planning activities; maintain appropriate records; facilitate transfer of official documents and institutional information during leadership transitions; and support continuity of administrative functions.

Delegation of responsibility shall not diminish the accountability of the body or office retaining ultimate authority.

III. IMPLEMENTATION AND ASSURANCE

7. Procedures

Succession Planning — The Board shall periodically consider succession requirements for key leadership positions. Succession planning should include consideration of:

- anticipated leadership vacancies;
- emergency leadership succession;
- leadership competencies and qualifications;
- institutional knowledge transfer;
- diversity of leadership experience and perspectives;
- leadership-development opportunities;
- continuity of governance and organizational operations; and
- future strategic needs of the Society.

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LEADERSHIP SUCCESSION PLANNING

Leadership Development — The Society shall encourage leadership development through Board orientation, governance education, committee service, mentoring, leadership training, strategic assignments, progressive institutional responsibilities, and other appropriate opportunities.

Identification of Future Leaders — Potential future leaders may be identified through demonstrated service, professional expertise, leadership capabilities, integrity, institutional commitment, and other qualifications relevant to the needs of the Society.

Identification or development of a prospective leader shall not confer an entitlement to appointment, election, or succession to any leadership position.

Planned Transitions — When a leadership transition can reasonably be anticipated, appropriate preparations should be undertaken sufficiently in advance to facilitate continuity, communication, transfer of responsibilities, and preservation of institutional knowledge.

Emergency Succession — The Society should maintain appropriate arrangements for continuity of essential leadership functions when an unexpected vacancy, incapacity, unavailability, or other disruption occurs.

Emergency succession arrangements shall remain consistent with the Constitution and Bylaws and shall not supersede established requirements for permanent appointment or election.

Leadership Transitions — Leadership transitions shall be conducted in an orderly manner that promotes continuity of governance, appropriate communication, and effective transfer of responsibilities, relationships, institutional knowledge, and official records. Leadership transitions and changes in leadership structure shall comply with any approval or concurrence requirements established by the Constitution and Bylaws.

8. Compliance

All individuals and bodies responsible for succession planning and leadership transitions shall comply with applicable requirements of this Policy and the governing documents of the Society.

POLICY 15

LEADERSHIP SUCCESSION PLANNING

Concerns regarding noncompliance shall be considered fairly and objectively in accordance with the Constitution, Bylaws, applicable policies and procedures, and law.

Failure to comply with this Policy may result in corrective or remedial action proportionate to the nature and circumstances of the matter and undertaken by the appropriate authority.

9. Exceptions

Exceptions to this Policy may be authorized only by the Board of Directors.

Exceptions shall be limited, justified, appropriately authorized, and documented when required.

No exception may authorize an appointment, election, succession arrangement, or other action inconsistent with the Constitution, Bylaws, applicable law, or fundamental institutional obligations of the Society.

10. Records and Documentation

The Secretariat shall maintain appropriate records relating to succession planning, leadership transitions, Board determinations, leadership-development activities when formally documented, and other significant actions arising under this Policy.

Records containing confidential information concerning prospective or current leaders shall be maintained with appropriate confidentiality and protection.

Official records, responsibilities, and institutional information necessary for continuity shall be transferred appropriately during leadership transitions.

Official records shall be maintained in accordance with applicable law, governing documents, records-management requirements, and applicable confidentiality and data-protection obligations.

The Secretariat shall serve as custodian of official institutional records arising under this Policy except where responsibility is assigned otherwise by the Constitution, Bylaws, policy, or applicable law.

POLICY 15

LEADERSHIP SUCCESSION PLANNING

IV. INTEGRATION AND CONTINUITY

11. Related Documents

Related institutional documents include, as applicable:

- Constitution of the Global Newborn Society;
- Bylaws of the Global Newborn Society;
- Governance Handbook;
- Board Policy Manual;
- Board Orientation and Continuing Education Policy;
- Board Committees Policy;
- Strategic Planning Policy;
- Records Management Policy;
- Document Retention and Disposition Policy;
- applicable Committee Charters; and
- related succession plans, procedures, resolutions, and other official institutional documents.

Identification of related documents shall promote consistency across the Society's governance framework and facilitate implementation of this Policy.

12. References

Relevant external legal, regulatory, professional, governance, leadership, or other authoritative sources may be identified when appropriate to the interpretation or implementation of this Policy.

References should, where appropriate, be authoritative, current, and internationally relevant.

No external reference shall supersede the Constitution, Bylaws, or other superior governing authority of the Global Newborn Society.

13. Review and Revision

This Policy shall be reviewed at least every five years, or earlier when changes in the Constitution, Bylaws, applicable law, governance structure, leadership requirements, organizational needs, or other circumstances warrant reconsideration.

POLICY 15

LEADERSHIP SUCCESSION PLANNING

Revisions shall be approved by the Board of Directors in accordance with the governing documents and policies of the Society.

The Secretariat shall preserve the authoritative current version and institutional history of this Policy.

EPILOGUE

Institutional continuity depends upon preparing future leaders before transitions become necessary.

Through deliberate succession planning, leadership development, preservation of institutional knowledge, and orderly transfer of responsibility, the Global Newborn Society can renew its leadership while preserving the mission, principles, experience, and institutional heritage entrusted to each generation.

VERSION HISTORY

Version History shall provide the permanent chronological record of the adoption and subsequent substantive revisions of this Policy.

The Secretariat shall maintain the Version History as part of the authoritative institutional record.

POLICY 15

LEADERSHIP SUCCESSION PLANNING

DOCUMENT CONTROL

Policy Number	**Policy 15**
Policy Title	Leadership Succession Planning
Policy Category	Organizational Governance
Responsible Authority	Board of Directors
Policy Owner	Board Chair
Administrative Custodian	Secretariat
Original Adoption	August 1, 2026
Most Recent Revision	—
Effective Date	August 1, 2026
Next Scheduled Review	August 2031
Review Cycle	Every five years, or sooner if required
Supersedes	None (Founding Policy)
Related Documents	Constitution; Bylaws; Governance Handbook; Policy 7 – Board Committees; Policy 8 – Board Orientation and Continuing Education
Document Status	Active

VERSION HISTORY

Version	Date	Description	Approved By
1.0	August 1, 2026	Founding Policy	Board of Directors

POLICY 16

BOARD PERFORMANCE EVALUATION

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POLICY 16

BOARD PERFORMANCE EVALUATION

INTRODUCTION

Periodic evaluation enables the Board of Directors to assess the effectiveness of its governance and identify opportunities for continuing improvement.

This Policy establishes a common framework for evaluating Board performance, strengthening governance practices, and supporting the Board's continuing effectiveness in advancing the mission of the Global Newborn Society.

DOCUMENT CONTROL

Document Control establishes the official administrative identity and current status of this Policy and shall be maintained in accordance with the standardized Document Control requirements of the Policy Manual.

STANDARDIZED POLICY ARCHITECTURE

I. FOUNDATION

1. Purpose

This Policy establishes the principles governing the periodic evaluation of the effectiveness of the Board of Directors.
It promotes continuous improvement, accountability, sound governance, and organizational excellence by encouraging regular assessment of the Board's performance in fulfilling its fiduciary and institutional responsibilities.

2. Scope

This Policy applies to the Board of Directors; Board Chair; Founder President–Chief Executive Officer or successor, when participating in Board evaluation activities; Board committees, when appropriate; and individuals authorized by the Board to facilitate governance evaluations.

3. Policy Statement

The Board of Directors shall periodically evaluate its effectiveness in fulfilling its governance responsibilities and advancing the mission of the Global Newborn Society.

POLICY 16

BOARD PERFORMANCE EVALUATION

Board performance evaluation shall support continuous improvement in governance, strategic leadership, decision-making, oversight, accountability, and stewardship.

Evaluations shall be constructive, objective, and directed primarily toward strengthening the collective effectiveness of the Board rather than assessing the performance of individual Directors.

Evaluation findings shall inform appropriate governance improvements while preserving the independence and judgment necessary for effective Board service.

This Policy is adopted by the Board of Directors pursuant to the Constitution and Bylaws of the Global Newborn Society.

4. Definitions

For purposes of this Policy:

Board Performance Evaluation — a structured process through which the Board periodically assesses its collective effectiveness in fulfilling its governance responsibilities.

Board Effectiveness — the degree to which the Board fulfills its fiduciary, strategic, oversight, stewardship, and other institutional responsibilities.

Evaluation Findings — observations, conclusions, themes, or recommendations arising from a Board performance evaluation.

Governance Improvement — an action undertaken in response to evaluation findings to strengthen Board processes, capabilities, practices, or effectiveness.

II. PRINCIPLES AND ACCOUNTABILITY

5. Guiding Principles and Contextual Considerations

Board performance evaluation shall be guided by the following principles:

Continuous Improvement — Regular evaluation shall strengthen governance and organizational effectiveness.

Accountability — The Board shall accept responsibility for evaluating and improving its own governance performance.

POLICY 16

BOARD PERFORMANCE EVALUATION

Board performance evaluation shall support continuous improvement in governance, strategic leadership, decision-making, oversight, accountability, and stewardship.

Evaluations shall be constructive, objective, and directed primarily toward strengthening the collective effectiveness of the Board rather than assessing the performance of individual Directors.

Evaluation findings shall inform appropriate governance improvements while preserving the independence and judgment necessary for effective Board service.

This Policy is adopted by the Board of Directors pursuant to the Constitution and Bylaws of the Global Newborn Society.

4. Definitions

For purposes of this Policy:

Board Performance Evaluation — a structured process through which the Board periodically assesses its collective effectiveness in fulfilling its governance responsibilities.

Board Effectiveness — the degree to which the Board fulfills its fiduciary, strategic, oversight, stewardship, and other institutional responsibilities.

Evaluation Findings — observations, conclusions, themes, or recommendations arising from a Board performance evaluation.

Governance Improvement — an action undertaken in response to evaluation findings to strengthen Board processes, capabilities, practices, or effectiveness.

II. PRINCIPLES AND ACCOUNTABILITY

5. Guiding Principles and Contextual Considerations

Board performance evaluation shall be guided by the following principles:

Continuous Improvement — Regular evaluation shall strengthen governance and organizational effectiveness.

Accountability — The Board shall accept responsibility for evaluating and improving its own governance performance.

POLICY 16

BOARD PERFORMANCE EVALUATION

Objectivity — Evaluations shall be conducted fairly, constructively, and in good faith.

Learning — Evaluation findings shall support institutional learning, governance education, and leadership development.

Confidentiality — Evaluation responses, deliberations, and findings shall be protected appropriately and used primarily to strengthen governance.

Stewardship — Effective Board evaluation shall contribute to the Society's long-term mission, continuity, and sustainability.

These principles shall be interpreted with appropriate consideration of the international, multidisciplinary, and geographically diverse character of the Society.

Evaluation methods should, where appropriate, recognize differences in governance experience, professional backgrounds, geographic perspectives, cultural contexts, and modes of participation among Directors.

Application of contextual considerations shall remain consistent with the mission, Founding Philosophy, Enduring Principles, Constitution, and Bylaws of the Global Newborn Society.

6. Roles and Responsibilities

The Board of Directors shall conduct periodic evaluations of its governance effectiveness; review evaluation findings; identify opportunities for improvement; approve appropriate governance-improvement initiatives; and monitor their implementation.

The Board Chair shall facilitate the evaluation process; encourage constructive participation by Directors; support appropriate consideration of evaluation findings; and facilitate implementation of Board-approved improvements.

The Founder President–Chief Executive Officer or successor shall provide information requested by the Board during evaluation activities; support implementation of governance improvements; and assist with evaluation activities when requested by the Board.

POLICY 16

BOARD PERFORMANCE EVALUATION

Directors shall participate actively, candidly, and constructively in Board evaluations; provide thoughtful feedback; support implementation of agreed improvements; and contribute to a culture of continuous governance improvement.

The Secretariat shall provide administrative support for authorized evaluation activities; maintain appropriate records; facilitate distribution and collection of evaluation materials; and protect confidential evaluation information.
Delegation of responsibility shall not diminish the accountability of the body or office retaining ultimate authority.

III. IMPLEMENTATION AND ASSURANCE

7. Procedures

Frequency — The Board shall conduct performance evaluations periodically at intervals appropriate to its governance needs and may conduct additional evaluations when significant organizational or governance circumstances warrant.

Areas of Evaluation — Board evaluations should periodically consider:

- fulfillment of fiduciary responsibilities;
- strategic leadership and oversight;
- governance effectiveness;
- quality of Board deliberation and decision-making;
- Board meeting effectiveness;
- committee effectiveness;
- financial stewardship and oversight;
- risk oversight;
- organizational culture and Board dynamics;
- implementation and oversight of strategic priorities;
- Board education and development; and
- overall effectiveness in advancing the Society's mission.

Evaluation Methods — Evaluations may include confidential questionnaires, structured Board discussions, interviews, facilitated assessments, external evaluation, or other methods approved by the Board.

POLICY 16

BOARD PERFORMANCE EVALUATION

The method selected should be proportionate to the Board's needs, organizational circumstances, and objectives of the evaluation.

Review of Findings — Evaluation findings shall be considered by the Board in a constructive manner designed to identify strengths, opportunities for improvement, and appropriate governance priorities.

Improvement Actions — Evaluation findings may be used to:

- strengthen governance practices;
- improve Board processes and meetings;
- identify governance education and leadership-development needs;
- enhance strategic and fiduciary oversight;
- improve committee effectiveness;
- strengthen Board communication and collaboration; and
- support continuous organizational improvement.

The Board should periodically assess progress in implementing significant improvement actions arising from its evaluations.

Evaluation results shall not ordinarily be used for disciplinary purposes. Matters concerning the conduct or performance of an individual Director shall be addressed separately under the Constitution, Bylaws, or applicable Board policies.

8. Compliance

All individuals participating in Board performance evaluations shall comply with applicable requirements of this Policy and any procedures authorized by the Board.

Concerns regarding noncompliance shall be considered fairly and objectively in accordance with the Constitution, Bylaws, applicable policies and procedures, and law.

Failure to comply with this Policy may result in corrective or remedial action proportionate to the nature and circumstances of the matter and undertaken by the appropriate authority.

POLICY 16

BOARD PERFORMANCE EVALUATION

9. Exceptions

Exceptions to this Policy may be authorized only by the Board of Directors.

Exceptions shall be limited, justified, appropriately authorized, and documented when required.

No exception may authorize an action inconsistent with the Constitution, Bylaws, applicable law, or fundamental institutional obligations of the Society.

10. Records and Documentation

The Secretariat shall maintain appropriate records relating to authorized Board performance evaluations, significant findings, Board-approved improvement actions, and related governance activities.

Individual responses and other confidential evaluation information shall be protected appropriately and access limited according to legitimate governance need.

Where practical, Board-level findings and improvement actions should be documented separately from individual confidential responses.

Official records shall be maintained in accordance with applicable law, governing documents, records-management requirements, and applicable confidentiality and data-protection obligations.

The Secretariat shall serve as custodian of official institutional records arising under this Policy except where responsibility is assigned otherwise by the Constitution, Bylaws, policy, or applicable law.

POLICY 16

BOARD PERFORMANCE EVALUATION

IV. INTEGRATION AND CONTINUITY

11. Related Documents

Related institutional documents include, as applicable:

- Constitution of the Global Newborn Society;
- Bylaws of the Global Newborn Society;
- Governance Handbook;
- Board Policy Manual;
- Board Meetings Policy;
- Board Committees Policy;
- Board Orientation and Continuing Education Policy;
- Leadership Succession Planning Policy;
- Strategic Planning Policy;
- Code of Conduct;
- Confidentiality Policy;
- Records Management Policy; and
- related evaluation instruments, procedures, committee charters, resolutions, and other official institutional documents.

Identification of related documents shall promote consistency across the Society's governance framework and facilitate implementation of this Policy.

12. References

Relevant external legal, regulatory, professional, governance, nonprofit, or other authoritative sources may be identified when appropriate to the interpretation or implementation of this Policy.

References should, where appropriate, be authoritative, current, and internationally relevant.

No external reference shall supersede the Constitution, Bylaws, or other superior governing authority of the Global Newborn Society.

POLICY 16

BOARD PERFORMANCE EVALUATION

13. Review and Revision

This Policy shall be reviewed at least every five years, or earlier when changes in the Constitution, Bylaws, applicable law, governance structure, organizational needs, governance practices, or other circumstances warrant reconsideration. Revisions shall be approved by the Board of Directors in accordance with the governing documents and policies of the Society.

The Secretariat shall preserve the authoritative current version and institutional history of this Policy.

EPILOGUE

Effective governance requires the willingness not only to exercise leadership but also to examine and improve how leadership is exercised.

Through periodic reflection, constructive evaluation, and deliberate improvement, the Board of Directors strengthens its collective effectiveness and its capacity to steward the Global Newborn Society across successive generations of leadership.

VERSION HISTORY

Version History shall provide the permanent chronological record of the adoption and subsequent substantive revisions of this Policy.

The Secretariat shall maintain the Version History as part of the authoritative institutional record.

POLICY 16

BOARD PERFORMANCE EVALUATION

DOCUMENT CONTROL

Policy Number	**Policy 16**
Policy Title	Board Performance Evaluation
Policy Category	Organizational Governance
Responsible Authority	Board of Directors
Policy Owner	Board Chair
Administrative Custodian	Secretariat
Original Adoption	August 1, 2026
Most Recent Revision	—
Effective Date	August 1, 2026
Next Scheduled Review	August 2031
Review Cycle	Every five years, or sooner if required
Supersedes	None (Founding Policy)
Related Documents	Constitution; Bylaws; Governance Handbook; Policy 8 – Board Orientation and Continuing Education; Policy 15 – Succession Planning
Document Status	Active

VERSION HISTORY

Version	Date	Description	Approved By
1.0	August 1, 2026	Founding Policy	Board of Directors

POLICY 17

ETHICS AND COMPLIANCE

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POLICY 17

ETHICS AND COMPLIANCE

INTRODUCTION

Ethical governance and organizational compliance are fundamental to the integrity, credibility, and responsible stewardship of the Global Newborn Society.

This Policy establishes a common framework for ethical decision-making, compliance oversight, identification and reporting of compliance concerns, and continuing improvement in the Society's governance and institutional practices.

DOCUMENT CONTROL

Document Control establishes the official administrative identity and current status of this Policy and shall be maintained in accordance with the standardized Document Control requirements of the Policy Manual.

STANDARDIZED POLICY ARCHITECTURE

I. FOUNDATION

1. Purpose

This Policy establishes the principles governing ethical conduct and organizational compliance within the Global Newborn Society.

It promotes integrity, accountability, transparency, legal compliance, and responsible stewardship in all Society activities.

2. Scope

This Policy applies to the Board of Directors; Founder President–Chief Executive Officer or successor; Officers; Chairs; Patrons; committee Chairs and members; Secretariat; employees; volunteers; consultants; representatives; and other individuals acting on behalf of the Society.

3. Policy Statement

The Global Newborn Society shall conduct its affairs in accordance with high standards of ethical leadership, professional integrity, and legal compliance.

The Board of Directors shall promote a culture in which ethical decision-making, compliance with governing documents and applicable law, accountability, and responsible stewardship are integral to Society activities.

POLICY 17

ETHICS AND COMPLIANCE

Individuals acting on behalf of the Society shall conduct their responsibilities consistently with the Constitution, Bylaws, applicable policies, ethical obligations, and law.

Ethical and compliance considerations shall be integrated, as appropriate, into governance, decision-making, operations, programs, partnerships, financial stewardship, and other institutional activities.

This Policy is adopted by the Board of Directors pursuant to the Constitution and Bylaws of the Global Newborn Society.

4. Definitions

For purposes of this Policy:

Ethics — the principles and standards of integrity, professionalism, fairness, responsibility, and conduct governing activities undertaken on behalf of the Society.

Compliance — adherence to the Constitution, Bylaws, applicable policies and procedures, contractual and institutional obligations, and applicable law and regulatory requirements.

Compliance Concern — a circumstance that may involve noncompliance with an applicable governing document, policy, legal requirement, regulatory obligation, or other institutional responsibility.

Ethics and Compliance Program — the coordinated institutional framework through which the Society promotes ethical conduct, supports compliance, identifies and addresses compliance concerns, and periodically evaluates relevant practices.

II. PRINCIPLES AND ACCOUNTABILITY

5. Guiding Principles and Contextual Considerations

Ethics and compliance shall be guided by the following principles:

Integrity — Society activities shall be conducted honestly, ethically, and in furtherance of the Society's mission.

POLICY 17

ETHICS AND COMPLIANCE

Compliance — The Society shall comply with its Constitution, Bylaws, applicable policies, legal obligations, and regulatory requirements.

Accountability — Individuals and institutional bodies shall remain accountable for responsibilities and decisions undertaken on behalf of the Society.

Transparency — Institutional decisions and actions shall be appropriately documented and communicated, subject to legitimate requirements for confidentiality.

Respect — The Society shall foster professionalism, fairness, dignity, collegiality, and mutual respect in its activities.

Stewardship — Ethical governance and responsible compliance shall protect public trust, institutional integrity, reputation, and the Society's long-term mission.

These principles shall be interpreted with appropriate consideration of the international, multidisciplinary, and geographically diverse character of the Society.

Ethical and compliance considerations should, where appropriate, recognize differences in legal and regulatory environments, professional standards, institutional capacity, culture, resources, and other circumstances relevant to the Society's international activities.

Such contextual considerations shall never be used to justify conduct inconsistent with applicable law or the fundamental ethical and institutional obligations of the Society.

Application of contextual considerations shall remain consistent with the mission, Founding Philosophy, Enduring Principles, Constitution, and Bylaws of the Global Newborn Society.

6. Roles and Responsibilities

The Board of Directors shall promote a culture of ethical leadership and compliance; oversee organizational compliance with governing documents; consider significant ethics and compliance matters; support continuing improvement in governance practices; and ensure that ethical considerations inform Board decision-making.

POLICY 17

ETHICS AND COMPLIANCE

The Board Chair shall promote ethical governance; encourage compliance with governing documents and policies; facilitate Board oversight of significant ethics and compliance matters; and support implementation of this Policy.

The Founder President–Chief Executive Officer or successor shall promote organizational compliance; encourage ethical conduct throughout the Society; report significant ethics and compliance matters to the Board; support education and awareness; and implement Board-approved corrective or remedial actions when appropriate.

Board Committees shall consider ethics and compliance matters within their assigned responsibilities and report significant concerns requiring Board attention.

The Secretariat shall support administration of the Society's ethics and compliance framework; maintain appropriate records; facilitate communication and education; and support implementation of authorized compliance activities.

Individuals subject to this Policy shall comply with applicable governing documents, policies, and law; conduct Society activities honestly, ethically, and professionally; cooperate with authorized reviews; report significant concerns through appropriate channels; and contribute to a culture of integrity and accountability.

Delegation of responsibility shall not diminish the accountability of the body or office retaining ultimate authority.

III. IMPLEMENTATION AND ASSURANCE

7. Procedures

Ethics and Compliance Program — The Society shall maintain an ethics and compliance framework appropriate to its size, activities, organizational complexity, and legal and regulatory obligations.

POLICY 17

ETHICS AND COMPLIANCE

The framework should support:

- awareness of the Constitution, Bylaws, and applicable policies;
- ethical and responsible decision-making;
- compliance with applicable legal and regulatory requirements;
- identification and management of ethics and compliance risks;
- appropriate education and communication;
- reporting and consideration of compliance concerns; and
- periodic review and improvement of governance and compliance practices.

Education and Awareness — Appropriate information, guidance, or education regarding ethics and compliance responsibilities shall be provided when necessary to support effective implementation of this Policy.

Reporting Concerns — Ethics or compliance concerns shall be reported through appropriate institutional channels and addressed in accordance with applicable policies and procedures.

Good-faith reporting of suspected misconduct or noncompliance shall be protected in accordance with the Society's Whistleblower Protection Policy.

Review and Response — Significant concerns shall be considered fairly, objectively, and proportionately by the appropriate authority. Corrective, remedial, educational, or other measures may be implemented when warranted.

Compliance Monitoring — The Board shall periodically consider the effectiveness of the Society's ethics and compliance framework and may authorize improvements when appropriate.

8. Compliance

All individuals and bodies subject to this Policy shall comply with applicable ethical, governance, institutional, and legal requirements.

Concerns regarding noncompliance shall be considered fairly and objectively in accordance with the Constitution, Bylaws, applicable policies and procedures, and law.

Failure to comply with this Policy may result in corrective or remedial action proportionate to the nature and circumstances of the matter and undertaken by the appropriate authority.

POLICY 17

ETHICS AND COMPLIANCE

9. Exceptions

Exceptions to this Policy may be authorized only by the Board of Directors.

Exceptions shall be limited, justified, appropriately authorized, and documented when required.

No exception may authorize conduct inconsistent with the Constitution, Bylaws, applicable law, fundamental ethical principles, or institutional obligations of the Society.

10. Records and Documentation

The Secretariat shall maintain appropriate records relating to significant ethics and compliance matters, authorized reviews, Board determinations, educational activities when formally documented, and corrective or remedial actions arising under this Policy.

Records containing confidential, privileged, personal, or otherwise sensitive information shall be maintained with appropriate safeguards and access limitations.

Official records shall be maintained in accordance with applicable law, governing documents, records-management requirements, and applicable confidentiality and data-protection obligations.

The Secretariat shall serve as custodian of official institutional records arising under this Policy except where responsibility is assigned otherwise by the Constitution, Bylaws, policy, agreement, or applicable law.

POLICY 17

ETHICS AND COMPLIANCE

IV. INTEGRATION AND CONTINUITY

11. Related Documents

Related institutional documents include, as applicable:

- Constitution of the Global Newborn Society;
- Bylaws of the Global Newborn Society;
- Governance Handbook;
- Board Policy Manual;
- Code of Conduct;
- Conflict of Interest Policy;
- Confidentiality Policy;
- Whistleblower Protection Policy;
- Risk Management Policy;
- Records Management Policy;
- Document Retention and Disposition Policy; and
- related procedures, committee charters, forms, resolutions, and other official institutional documents.

Identification of related documents shall promote consistency across the Society's governance framework and facilitate implementation of this Policy.

12. References

Relevant external legal, regulatory, professional, ethical, governance, or other authoritative sources may be identified when appropriate to the interpretation or implementation of this Policy.

References should, where appropriate, be authoritative, current, and internationally relevant.

No external reference shall supersede the Constitution, Bylaws, applicable law, or other superior governing authority applicable to the Global Newborn Society.

13. Review and Revision

This Policy shall be reviewed at least every five years, or earlier when changes in the Constitution, Bylaws, applicable law, regulatory requirements, governance structure, organizational needs, or other circumstances warrant reconsideration.

POLICY 17

ETHICS AND COMPLIANCE

Revisions shall be approved by the Board of Directors in accordance with the governing documents and policies of the Society.

The Secretariat shall preserve the authoritative current version and institutional history of this Policy.

EPILOGUE

Ethical governance depends not only upon compliance with formal requirements but upon a continuing institutional commitment to integrity, accountability, fairness, and responsible stewardship.

By integrating ethical judgment and compliance into its governance and activities, the Global Newborn Society strengthens public trust, protects its institutional integrity, and ensures that the pursuit of its mission remains consistent with the principles upon which the Society was founded.

VERSION HISTORY

Version History shall provide the permanent chronological record of the adoption and subsequent substantive revisions of this Policy.

The Secretariat shall maintain the Version History as part of the authoritative institutional record.

POLICY 17

ETHICS AND COMPLIANCE

DOCUMENT CONTROL

Policy Number	**Policy 17**
Policy Title	Ethics and Compliance
Policy Category	Organizational Governance
Responsible Authority	Board of Directors
Policy Owner	Board Chair
Administrative Custodian	Secretariat
Original Adoption	August 1, 2026
Most Recent Revision	—
Effective Date	August 1, 2026
Next Scheduled Review	August 2031
Review Cycle	Every five years, or sooner if required
Supersedes	None (Founding Policy)
Related Documents	Constitution; Bylaws; Governance Handbook; Policy 2 – Code of Conduct; Policy 3 – Conflict of Interest; Policy 4 – Confidentiality; Policy 5 – Whistleblower Protection; Policy 16 – Board Performance Evaluation
Document Status	Active

VERSION HISTORY

Version	Date	Description	Approved By
1.0	August 1, 2026	Founding Policy	Board of Directors

POLICY 18

EXTERNAL RELATIONS AND PUBLIC STATEMENTS

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POLICY 18

EXTERNAL RELATIONS AND PUBLIC STATEMENTS

INTRODUCTION

Responsible external communication protects the credibility, reputation, and institutional voice of the Global Newborn Society.

This Policy establishes a common framework for official communications, public statements, media relations, and external representation while preserving appropriate scientific and professional independence.

DOCUMENT CONTROL

Document Control establishes the official administrative identity and current status of this Policy and shall be maintained in accordance with the standardized Document Control requirements of the Policy Manual.

B. STANDARDIZED POLICY ARCHITECTURE

I. FOUNDATION

1. Purpose

This Policy establishes the principles governing official communications, public statements, and external representation of the Global Newborn Society.

It promotes accurate communication, organizational consistency, responsible advocacy, scientific integrity, and protection of the Society's reputation while supporting its mission and strategic objectives.

2. Scope

This Policy applies to the Board of Directors; Board Chair; Founder President–Chief Executive Officer or successor; Officers; Chairs; committee Chairs; official spokespersons; Secretariat; and other individuals authorized to represent or communicate on behalf of the Society.

It applies to official communications issued in the name of, or reasonably represented as expressing the position of, the Global Newborn Society.

POLICY 18

EXTERNAL RELATIONS AND PUBLIC STATEMENTS

3. Policy Statement

Official statements made on behalf of the Global Newborn Society shall accurately reflect the Society's mission, governing documents, applicable policies, and authorized institutional positions.

Individuals representing the Society shall communicate professionally, responsibly, accurately, and within the authority delegated to them.

No individual shall represent a personal or professional opinion as an official position of the Society unless authorized to communicate that position on behalf of the Society.

Individuals associated with the Society may express personal, academic, scientific, or professional views in their individual capacities, provided that such views are not represented as official positions of the Global Newborn Society.

This Policy is adopted by the Board of Directors pursuant to the Constitution and Bylaws of the Global Newborn Society.

4. Definitions

Official Communication — A statement, publication, announcement, correspondence, digital communication, or other communication issued or authorized on behalf of the Society.

Official Position — A position formally established or authorized by the Board of Directors or another authority acting within delegated powers.

Official Spokesperson — An individual authorized to communicate externally on behalf of the Society.

Public Statement — A communication intended for, or reasonably expected to reach, an external or public audience and presented as an official communication of the Society.

External Representation — Participation in meetings, events, partnerships, advocacy activities, media interactions, or other external engagements in an official capacity on behalf of the Society.

POLICY 18

EXTERNAL RELATIONS AND PUBLIC STATEMENTS

II. PRINCIPLES AND ACCOUNTABILITY

5. Guiding Principles and Contextual Considerations

External relations and public communications shall be guided by the following principles:

Integrity — Public communications shall be accurate, honest, and consistent with the Society's mission.

Accountability — Official statements shall be issued only by individuals or bodies acting within appropriate authority.

Transparency — Communications shall promote appropriate openness while respecting confidentiality, privacy, and legal obligations.

Professionalism — External communications shall reflect professional standards, scientific integrity, and institutional credibility.

Consistency — Official communications shall be appropriately coordinated to promote accuracy and consistency.

Stewardship — Responsible public representation shall protect public confidence, institutional reputation, and the Society's long-term mission.

These principles shall be interpreted with appropriate consideration of the international, multidisciplinary, and geographically diverse character of the Society.

External communications should, where appropriate, consider differences in language, culture, scientific context, legal and regulatory environments, and the needs of diverse international audiences.

Contextual adaptation shall not alter the substance of an authorized Society position or compromise scientific, ethical, or professional integrity.

6. Roles and Responsibilities

The Board of Directors shall approve significant official policy positions when appropriate; oversee the Society's public representation; protect institutional credibility and reputation; authorize major public statements when required; and ensure that external communications remain consistent with the Society's mission and governing documents.

POLICY 18

EXTERNAL RELATIONS AND PUBLIC STATEMENTS

The Board Chair shall represent the Board in official governance matters; communicate Board decisions when appropriate; coordinate significant Board communications with the Founder President–Chief Executive Officer or successor; and support consistent institutional messaging.

The Founder President–Chief Executive Officer or successor shall serve as the principal executive spokesperson unless otherwise determined by the Board; oversee implementation of this Policy; coordinate official organizational communications; respond to significant public matters affecting the Society; and advise the Board regarding external relations and reputational matters.

The Secretariat shall support authorized external communications; maintain appropriate communication records; administer official communication channels as assigned; and assist in coordinating external inquiries and institutional correspondence.

Individuals authorized to represent the Society shall communicate accurately and professionally; remain within their delegated authority; distinguish personal views from official Society positions; comply with applicable policies; respect confidentiality; and protect institutional integrity.

Delegation of responsibility shall not diminish the accountability of the body or office retaining ultimate authority.

POLICY 18

EXTERNAL RELATIONS AND PUBLIC STATEMENTS

III. IMPLEMENTATION AND ASSURANCE

7. Procedures

Official communications may include:

- policy and position statements;
- press releases and public announcements;
- scientific and professional statements;
- advocacy communications;
- official correspondence;
- website and digital communications;
- social media communications through official Society platforms; and
- other communications authorized by the appropriate Society authority.

Authorization — Communications representing an official Society position shall be authorized by the Board of Directors or another individual or body acting within delegated authority. The level of authorization shall be proportionate to the significance and institutional implications of the communication.

Public Representation — Individuals representing the Society shall remain within their delegated authority; avoid unauthorized commitments; respect confidentiality; maintain scientific and professional integrity; and refer matters outside their authority to appropriate Society leadership.

Personal and Professional Views — When circumstances could reasonably create confusion regarding whether an individual's views represent the Society, the individual should make clear that the views expressed are personal or professional and do not constitute an official Society position.

Media Relations — Media inquiries concerning official Society matters should be referred to the Founder President–Chief Executive Officer or successor or another authorized spokesperson. Significant governance, legal, financial, reputational, or policy communications shall be coordinated with the Board Chair or Board when appropriate.

Scientific Communications — Scientific statements issued on behalf of the Society shall reflect appropriate standards of scientific rigor, evidence, transparency, and professional integrity.

POLICY 18

EXTERNAL RELATIONS AND PUBLIC STATEMENTS

Digital and Social Media — Official digital and social media platforms shall be administered by authorized individuals and used consistently with applicable Society policies.

8. Compliance

All individuals communicating or representing the Society in an official capacity shall comply with this Policy and applicable governing documents, policies, and law.

Concerns regarding noncompliance shall be considered fairly and objectively in accordance with applicable governing documents, policies, procedures, and law.

Corrective or remedial action shall be proportionate to the nature and circumstances of the matter and undertaken by the appropriate authority.

9. Exceptions

Exceptions to this Policy may be authorized only by the Board of Directors.

Exceptions shall be limited, justified, appropriately authorized, and documented when required.

No exception may authorize communication or representation inconsistent with the Constitution, Bylaws, applicable law, confidentiality obligations, or fundamental institutional responsibilities of the Society.

10. Records and Documentation

The Secretariat shall maintain appropriate records of significant official statements, institutional positions, public communications, authorizations, and other external communications when preservation is warranted by their governance, legal, operational, scientific, or historical significance.

Confidential or sensitive communication records shall be protected against unauthorized access or disclosure.

Official records shall be maintained in accordance with applicable law, governing documents, records-management requirements, and applicable confidentiality or data-protection obligations.

The Secretariat shall serve as custodian of official institutional records arising under this Policy except where responsibility is assigned otherwise.

POLICY 18

EXTERNAL RELATIONS AND PUBLIC STATEMENTS

IV. INTEGRATION AND CONTINUITY

11. Related Documents

Related institutional documents include, as applicable:

- Constitution of the Global Newborn Society;
- Bylaws of the Global Newborn Society;
- Governance Handbook;
- Board Policy Manual;
- Code of Conduct;
- Confidentiality Policy;
- Conflict of Interest Policy;
- Ethics and Compliance Policy;
- Records Management Policy; and
- applicable publication, intellectual-property, digital communication, and social media policies.

12. References

Relevant external legal, regulatory, professional, scientific, ethical, communications, or other authoritative sources may be identified when appropriate to the interpretation or implementation of this Policy.

References should, where appropriate, be authoritative, current, and internationally relevant.

No external reference shall supersede the Constitution, Bylaws, applicable law, or other superior governing authority of the Global Newborn Society.

13. Review and Revision

This Policy shall be reviewed at least every five years, or earlier when changes in the Constitution, Bylaws, applicable law, communication practices, technology, organizational activities, or other circumstances warrant reconsideration.

Revisions shall be approved by the Board of Directors in accordance with the governing documents and policies of the Society.

The Secretariat shall preserve the authoritative current version and institutional history of this Policy.

POLICY 18

EXTERNAL RELATIONS AND PUBLIC STATEMENTS

EPILOGUE

The institutional voice of the Global Newborn Society carries both authority and responsibility.

Through accurate, scientifically sound, professional, and appropriately authorized communication, the Society can engage the international community with credibility while preserving scientific independence and the integrity of its institutional voice.

VERSION HISTORY

Version History shall provide the permanent chronological record of the adoption and subsequent substantive revisions of this Policy.

The Secretariat shall maintain the Version History as part of the authoritative institutional record.

POLICY 18

EXTERNAL RELATIONS AND PUBLIC STATEMENTS

DOCUMENT CONTROL

Policy Number	**Policy 18**
Policy Title	External Relations and Public Statements
Policy Category	Organizational Governance
Responsible Authority	Board of Directors
Policy Owner	Founder President–Chief Executive Officer
Administrative Custodian	Secretariat
Original Adoption	August 1, 2026
Most Recent Revision	—
Effective Date	August 1, 2026
Next Scheduled Review	August 2031
Review Cycle	Every five years, or sooner if required
Supersedes	None (Founding Policy)
Related Documents	Constitution; Bylaws; Governance Handbook; Policy 4 – Confidentiality; Policy 17 – Ethics and Compliance
Document Status	Active

VERSION HISTORY

Version	Date	Description	Approved By
1.0	August 1, 2026	Founding Policy	Board of Directors

POLICY 19

CRISIS MANAGEMENT AND ORGANIZATIONAL RESILIENCE

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POLICY 19

CRISIS MANAGEMENT AND ORGANIZATIONAL RESILIENCE

INTRODUCTION

Organizational resilience requires the capacity to anticipate significant disruptions, respond effectively when they occur, maintain essential functions, and learn from experience.

This Policy establishes a common framework for crisis preparedness, coordinated response, continuity of governance and operations, recovery, and continuing improvement within the Global Newborn Society.

DOCUMENT CONTROL

Document Control establishes the official administrative identity and current status of this Policy and shall be maintained in accordance with the standardized Document Control requirements of the Policy Manual.

STANDARDIZED POLICY ARCHITECTURE

I. FOUNDATION

1. Purpose

This Policy establishes the principles governing crisis preparedness, crisis response, organizational resilience, and continuity of governance and essential operations within the Global Newborn Society.

It promotes preparedness, coordinated leadership, responsible decision-making, effective recovery, and organizational continuity during significant events that may affect the Society's mission, governance, operations, finances, reputation, or strategic objectives.

2. Scope

This Policy applies to the Board of Directors; Board Chair; Founder President–Chief Executive Officer or successor; Officers; Board committees; Secretariat; individuals assigned responsibilities for crisis response or organizational continuity; and Society activities affected by significant disruptions.

POLICY 19

CRISIS MANAGEMENT AND ORGANIZATIONAL RESILIENCE

3. Policy Statement

The Board of Directors shall promote organizational preparedness and resilience by ensuring that the Society maintains appropriate arrangements for responding to significant operational, financial, legal, technological, cybersecurity, reputational, public health, environmental, or other crises.

During periods of disruption, the Society shall seek to maintain essential governance and organizational functions while protecting its mission, institutional responsibilities, resources, reputation, and commitment to the global newborn community.

Crisis response shall be proportionate to the nature and severity of the event and shall prioritize timely decision-making, appropriate coordination, continuity of essential functions, accurate communication, and responsible stewardship.

This Policy is adopted by the Board of Directors pursuant to the Constitution and Bylaws of the Global Newborn Society.

4. Definitions

For purposes of this Policy:

Crisis — a significant event or circumstance that materially threatens or disrupts the Society's governance, operations, finances, reputation, legal obligations, technological systems, programs, or ability to advance its mission.

Crisis Management — the coordinated process through which the Society assesses, responds to, manages, and recovers from a significant disruptive event.

Business Continuity — arrangements intended to maintain or restore essential governance, administrative, financial, technological, communication, and other organizational functions during or following a disruption.

Organizational Resilience — the capacity of the Society to anticipate, prepare for, respond to, recover from, adapt to, and learn from significant disruptions.

Recovery — the process of restoring affected governance, operational, technological, financial, programmatic, or other institutional functions following a crisis.

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CRISIS MANAGEMENT AND ORGANIZATIONAL RESILIENCE

II. PRINCIPLES AND ACCOUNTABILITY

5. Guiding Principles and Contextual Considerations

Crisis management and organizational resilience shall be guided by the following principles:

Preparedness — The Society shall prepare appropriately for foreseeable risks and potential crises.

Leadership — Leaders shall respond promptly, responsibly, and collaboratively during significant events.

Continuity — Essential governance and organizational functions shall be maintained or restored whenever reasonably practicable.

Communication — Crisis communications shall be timely, accurate, coordinated, and consistent with applicable policies.

Resilience — The Society shall strengthen its capacity to anticipate, respond to, recover from, adapt to, and learn from significant disruptions.

Stewardship — Crisis preparedness and responsible response shall protect the Society's mission, people, resources, reputation, and institutional future.

These principles shall be interpreted with appropriate consideration of the international, multidisciplinary, and geographically diverse character of the Society.

Crisis response should, where appropriate, consider differences in geographic conditions, local resources, institutional capacity, legal and regulatory environments, communication systems, public health circumstances, technology, and other factors affecting the Society's international activities.

The protection of human safety and welfare shall take precedence when circumstances present an immediate risk to individuals participating in Society activities.

Application of contextual considerations shall remain consistent with the mission, Founding Philosophy, Enduring Principles, Constitution, and Bylaws of the Global Newborn Society.

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CRISIS MANAGEMENT AND ORGANIZATIONAL RESILIENCE

6. Roles and Responsibilities

The Board of Directors shall oversee organizational preparedness and resilience; consider significant risks affecting continuity; provide strategic direction during major crises when appropriate; support continuity of governance; authorize significant institutional actions within its authority; and review lessons learned following major events.

The Board Chair shall coordinate Board governance during significant disruptions; facilitate necessary Board deliberations and decisions; support continuity of Board operations; and communicate with Directors regarding significant developments.

The Founder President–Chief Executive Officer or successor shall coordinate the Society's operational response to significant events; activate and implement applicable continuity arrangements; provide timely information to the Board; coordinate appropriate stakeholder communications; oversee recovery activities; and recommend improvements following significant events.

Board Committees shall support crisis preparedness and response within their delegated responsibilities; advise the Board on matters within their areas of expertise; and assist with recovery and improvement activities when requested.

The Secretariat shall support crisis coordination; maintain essential administrative functions whenever reasonably practicable; protect critical institutional records and information; support communications; maintain appropriate crisis documentation; and assist with continuity and recovery activities.

Individuals assigned crisis or continuity responsibilities shall perform their designated functions, communicate significant developments promptly, cooperate with authorized response activities, and act within their assigned authority.

Delegation of responsibility shall not diminish the accountability of the body or office retaining ultimate authority.

POLICY 19

CRISIS MANAGEMENT AND ORGANIZATIONAL RESILIENCE

III. IMPLEMENTATION AND ASSURANCE

7. Procedures

Crisis Preparedness — The Society shall maintain crisis and continuity arrangements proportionate to its size, activities, resources, and risk profile.

Preparedness should address, as appropriate:

- governance and leadership continuity;
- administrative and operational continuity;
- financial continuity and access to essential resources;
- information technology, cybersecurity, and data availability;
- internal and external communications;
- major conferences, meetings, and educational programs;
- publications and scientific activities;
- legal and regulatory obligations;
- protection and accessibility of essential institutional records;
- significant partnerships and contractual obligations; and
- other material organizational risks identified by the Society.

Crisis Assessment and Activation — Significant events shall be assessed promptly to determine their nature, potential impact, required level of response, responsible leadership, and whether crisis or continuity arrangements should be activated.

Crisis Response — Response activities shall be coordinated according to the nature and severity of the event. Responsibilities and decision-making authority should be identified clearly, and significant matters requiring Board action shall be referred to the Board when circumstances permit.

Continuity of Governance — The Society shall maintain reasonable arrangements to enable essential governance functions and necessary Board decision-making to continue during significant disruptions.

Communications — Crisis communications shall be coordinated with the Society's External Relations and Public Statements Policy. Communications should provide accurate and timely information while protecting confidentiality, legal obligations, and institutional interests.

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CRISIS MANAGEMENT AND ORGANIZATIONAL RESILIENCE

Recovery — Following stabilization of a crisis, the Society shall take appropriate steps to restore affected functions, address continuing risks, communicate with relevant stakeholders, and return to normal or appropriately adapted operations.

Post-Event Review — Following a significant event, the Society should:

- evaluate the effectiveness of its preparedness and response;
- identify significant strengths, deficiencies, and lessons learned;
- assess continuing or emerging risks;
- strengthen organizational preparedness;
- revise crisis and continuity arrangements when appropriate; and
- report significant findings and recommendations to the Board.

8. Compliance

Individuals and bodies assigned responsibilities under this Policy shall comply with applicable crisis-response, continuity, communication, and governance requirements.

Concerns regarding noncompliance shall be considered fairly and objectively in accordance with the Constitution, Bylaws, applicable policies and procedures, and law.

Failure to comply with this Policy may result in corrective or remedial action proportionate to the nature and circumstances of the matter and undertaken by the appropriate authority.

9. Exceptions

Exceptions to this Policy may be authorized only by the Board of Directors.

Exceptions shall be limited, justified, appropriately authorized, and documented when required.

When immediate circumstances make prior Board authorization impracticable, temporary operational measures reasonably necessary to protect human safety, essential functions, institutional assets, or legal obligations may be undertaken by the authority responsible for crisis response, subject to subsequent Board notification or review when appropriate.

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CRISIS MANAGEMENT AND ORGANIZATIONAL RESILIENCE

No exception or emergency measure may authorize an action inconsistent with the Constitution, Bylaws, applicable law, or fundamental institutional obligations of the Society.

10. Records and Documentation

The Secretariat shall maintain appropriate records relating to significant crises, response decisions, continuity measures, significant communications, recovery activities, post-event reviews, and Board determinations arising under this Policy.

Critical governance and institutional records shall be protected and, where appropriate, maintained in a manner that supports continued accessibility during significant disruptions.

Confidential, privileged, security-sensitive, or other protected information arising from crisis-management activities shall be safeguarded appropriately.

Official records shall be maintained in accordance with applicable law, governing documents, records-management requirements, and applicable confidentiality and data-protection obligations.

The Secretariat shall serve as custodian of official institutional records arising under this Policy except where responsibility is assigned otherwise by the Constitution, Bylaws, policy, agreement, or applicable law.

POLICY 19

CRISIS MANAGEMENT AND ORGANIZATIONAL RESILIENCE

IV. INTEGRATION AND CONTINUITY

11. Related Documents

Related institutional documents include, as applicable:

- Constitution of the Global Newborn Society;
- Bylaws of the Global Newborn Society;
- Governance Handbook;
- Board Policy Manual;
- Risk Management Policy;
- Leadership Succession Planning Policy;
- External Relations and Public Statements Policy;
- Confidentiality Policy;
- Records Management Policy;
- Document Retention and Disposition Policy;
- Ethics and Compliance Policy; and
- applicable crisis-management plans, business-continuity plans, cybersecurity procedures, emergency protocols, committee charters, resolutions, and other official institutional documents.

12. References

Relevant external legal, regulatory, professional, emergency-management, business-continuity, cybersecurity, public-health, governance, or other authoritative sources may be identified when appropriate to the interpretation or implementation of this Policy.

References should, where appropriate, be authoritative, current, and internationally relevant.

No external reference shall supersede the Constitution, Bylaws, applicable law, or other superior governing authority applicable to the Global Newborn Society.

13. Review and Revision

This Policy shall be reviewed at least every five years, or earlier when changes in the Constitution, Bylaws, applicable law, organizational activities, technology, risk environment, crisis-management practices, or other circumstances warrant reconsideration.

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CRISIS MANAGEMENT AND ORGANIZATIONAL RESILIENCE

A significant crisis or activation of the Society's continuity arrangements should also prompt consideration of whether an earlier review of this Policy is warranted.

Revisions shall be approved by the Board of Directors in accordance with the governing documents and policies of the Society.

The Secretariat shall preserve the authoritative current version and institutional history of this Policy.

EPILOGUE

Organizational resilience is not merely the capacity to withstand disruption, but the capacity to preserve institutional purpose through uncertainty and change.

Through preparedness, coordinated leadership, continuity of essential functions, responsible recovery, and learning from experience, the Global Newborn Society strengthens its ability to serve the global newborn community even during periods of significant challenge.

VERSION HISTORY

Version History shall provide the permanent chronological record of the adoption and subsequent substantive revisions of this Policy.

The Secretariat shall maintain the Version History as part of the authoritative institutional record.

POLICY 19

CRISIS MANAGEMENT AND ORGANIZATIONAL RESILIENCE

DOCUMENT CONTROL

Policy Number	**Policy 19**
Policy Title	Crisis Management and Organizational Resilience
Policy Category	Organizational Governance
Responsible Authority	Board of Directors
Policy Owner	Founder President–Chief Executive Officer
Administrative Custodian	Secretariat
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Effective Date	August 1, 2026
Next Scheduled Review	August 2031
Review Cycle	Every five years, or sooner if required
Supersedes	None (Founding Policy)
Related Documents	Constitution; Bylaws; Governance Handbook; Policy 10 – Risk Management; Policy 18 – External Relations and Public Statements
Document Status	Active

VERSION HISTORY

Version	Date	Description	Approved By
1.0	August 1, 2026	Founding Policy	Board of Directors

PART V

Information, Assets, and Institutional Protection

Protect What Is Entrusted. Preserve What Endures

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POLICY 20

INTELLECTUAL PROPERTY AND USE OF SOCIAL ASSETS

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POLICY 20

INTELLECTUAL PROPERTY AND USE OF SOCIAL ASSETS

INTRODUCTION

The intellectual property, institutional identity, and organizational assets of the Global Newborn Society are resources entrusted to the Society for the advancement of its mission.

This Policy establishes a common framework for their ownership, protection, authorized use, licensing, and responsible stewardship while respecting the intellectual-property rights of authors, contributors, collaborators, and other third parties.

A. DOCUMENT CONTROL

Document Control establishes the official administrative identity and current status of this Policy and shall be maintained in accordance with the standardized Document Control requirements of the Policy Manual.

B. STANDARDIZED POLICY ARCHITECTURE

I. FOUNDATION

1. Purpose

This Policy establishes the principles governing the ownership, protection, use, licensing, and stewardship of the intellectual property and organizational assets of the Global Newborn Society.

It promotes responsible management of the Society's intellectual and material resources while protecting its mission, reputation, institutional identity, and long-term interests.

2. Scope

This Policy applies to the Board of Directors; Founder President–Chief Executive Officer or successor; Officers; Board committees; Secretariat; Members acting on behalf of the Society; employees; volunteers; consultants; contractors; and other individuals authorized to create, manage, access, or use Society intellectual property or organizational assets.

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INTELLECTUAL PROPERTY AND USE OF SOCIAL ASSETS

This Policy applies only to intellectual property owned, licensed, assigned to, or otherwise lawfully controlled by the Society and shall not diminish intellectual-property rights retained by authors, contributors, collaborators, or other third parties.

3. Policy Statement

The Global Newborn Society shall protect and responsibly manage its intellectual property, institutional identity, publications, educational resources, trademarks, digital assets, and other organizational assets.

Society assets shall be used principally to advance the Society's charitable mission and shall not be used for unauthorized personal, commercial, political, or other purposes inconsistent with the Society's objectives.

The Society shall respect the intellectual-property rights of authors, researchers, editors, speakers, collaborators, institutions, and other third parties.

Ownership and permitted use of intellectual property created through Society activities shall be determined by applicable law, written agreements, publication or licensing terms, and applicable Society policies.

This Policy is adopted by the Board of Directors pursuant to the Constitution and Bylaws of the Global Newborn Society.

4. Definitions

Intellectual Property — legally protectable creations, works, marks, inventions, designs, data, software, or other intangible assets owned, licensed, assigned to, or otherwise lawfully controlled by the Society.

Society Assets — financial, physical, technological, informational, intellectual, digital, and other organizational resources owned, controlled, or entrusted to the Society.

Institutional Identity — the Society's name, trademarks, service marks, emblem, logos, official seal, motto, visual identity, and other identifiers representing the Global Newborn Society.

License — authorization permitting another person or organization to use specified intellectual property subject to defined terms and conditions.

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INTELLECTUAL PROPERTY AND USE OF SOCIAL ASSETS

Authorized Use — use of Society intellectual property or other assets consistent with applicable law, agreements, policies, permissions, and delegated authority.

II. PRINCIPLES AND ACCOUNTABILITY

5. Guiding Principles and Contextual Considerations

Management of intellectual property and Society assets shall be guided by the following principles:

Stewardship — Society assets shall be managed responsibly in support of the Society's mission and preserved for appropriate institutional use.

Integrity — Intellectual property shall be created, acquired, used, attributed, licensed, and protected ethically and lawfully.

Accountability — Individuals and bodies entrusted with Society assets shall remain responsible for their proper use, protection, and authorized disposition.

Respect — The intellectual contributions and ownership rights of the Society, its contributors, collaborators, and third parties shall be appropriately recognized and respected.

Protection — Intellectual property and organizational assets shall be safeguarded against unauthorized use, infringement, misappropriation, loss, alteration, or misuse.

Authorization — Use, reproduction, modification, licensing, transfer, or commercial exploitation of protected Society assets shall occur only with appropriate institutional authority.

Attribution — Authorship, ownership, acknowledgment, and other forms of attribution shall accurately reflect intellectual contributions and applicable agreements.

Institutional Independence — Use of the Society's intellectual property, name, identity, or assets shall not imply unauthorized endorsement, compromise institutional independence, or misrepresent the Society's positions or activities.

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INTELLECTUAL PROPERTY AND USE OF SOCIAL ASSETS

Sustainability — Responsible management of Society assets shall support the Society's long-term institutional development, financial sustainability, and ability to advance its mission.
These principles shall be interpreted with appropriate consideration of the international, multidisciplinary, scientific, educational, publishing, collaborative, and digital activities of the Society.

Ownership, copyright, licensing, attribution, publication rights, permitted use, and responsibility for protection may differ according to applicable law, contractual and publication agreements, funding arrangements, jurisdiction, and the circumstances under which intellectual property was created, commissioned, contributed, acquired, or jointly developed.

Collaborative activities should, where appropriate, establish ownership, attribution, permitted use, publication and licensing rights, protection responsibilities, and disposition of intellectual property before significant work is undertaken. Particular consideration should be given to intellectual property created jointly with external organizations or through international projects, grants, conferences, publications, educational activities, or digital platforms.

The Society shall respect third-party intellectual-property rights and shall obtain appropriate permission, authorization, or licenses when required. Emerging technologies and new methods of creating, reproducing, modifying, storing, or disseminating intellectual property should be considered in accordance with applicable law, ethical standards, contractual obligations, and the Society's institutional interests.
Application of contextual considerations shall remain consistent with the mission, Founding Philosophy, Enduring Principles, Constitution, and Bylaws of the Global Newborn Society.

POLICY 20

INTELLECTUAL PROPERTY AND USE OF SOCIAL ASSETS

6. Roles and Responsibilities

The Board of Directors shall oversee the protection and stewardship of the Society's intellectual property; approve significant intellectual-property policies; authorize major licensing, assignment, transfer, commercialization, enforcement, or disposition; authorize acceptance of significant intellectual-property donations when appropriate; safeguard institutional identity; and promote responsible use of Society assets.

The Founder President–Chief Executive Officer or successor shall oversee implementation of this Policy; protect Society intellectual property and assets; recommend appropriate registration, licensing, or legal protection in the United States and other jurisdictions; authorize use within delegated authority; evaluate significant acquisitions or donations; report significant matters to the Board; and seek legal review when warranted.

The Secretariat shall maintain official intellectual-property records and inventories; support registration, renewal, and maintenance of trademarks, copyrights, and other protections; document licenses, permissions, assignments, donations, and other material arrangements; and assist in protecting institutional identity and intellectual-property rights.

Individuals subject to this Policy shall use Society assets only for authorized purposes; respect Society and third-party intellectual-property rights; protect confidential and proprietary information; avoid unauthorized reproduction, modification, distribution, licensing, transfer, or commercial use; and report suspected infringement, misuse, or ownership disputes.

Donated Intellectual Property — The Society may accept donations, assignments, bequests, or other contributions of intellectual property consistent with its mission and institutional interests. Significant contributions shall be appropriately documented and evaluated for ownership, transfer authority, rights conveyed, restrictions, third-party claims, liabilities, and protection or maintenance requirements, with legal review when warranted.

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INTELLECTUAL PROPERTY AND USE OF SOCIAL ASSETS

International Intellectual Property — The Society shall consider appropriate protection of its intellectual property in jurisdictions where it conducts significant activities or has substantial institutional interests. Because ownership, registration, licensing, remedies, and enforcement may differ among jurisdictions, significant international intellectual-property matters shall receive appropriate legal review when warranted.

International agreements involving projects, collaborations, publications, grants, conferences, digital activities, or jointly developed materials should, where appropriate, establish ownership, attribution, permitted use, publication and licensing rights, protection responsibilities, confidentiality, commercialization rights, and disposition of intellectual property. Intellectual property donated from, created in, or subject to another jurisdiction shall receive appropriate consideration of applicable ownership, transfer, registration, licensing, and enforcement requirements.

Legal Review and Protection — Significant matters involving ownership, acquisition, donation, registration, licensing, assignment, commercialization, infringement, enforcement, disputes, or cross-border use shall receive appropriate legal review when warranted. Relevant agreements should establish applicable rights and responsibilities and, when appropriate, address governing law, jurisdiction, dispute resolution, and authoritative language.

Actual or threatened infringement or unauthorized use or registration of Society intellectual property shall be reported promptly to the appropriate authority. The Society may take appropriate measures to protect or enforce its rights consistent with applicable law, institutional interests, available resources, and Board authority. Delegation of responsibility shall not diminish the accountability of the body or office retaining ultimate authority.

POLICY 20

INTELLECTUAL PROPERTY AND USE OF SOCIAL ASSETS

III. IMPLEMENTATION AND ASSURANCE

7. Procedures

Intellectual Property — Intellectual property owned or controlled by the Society may include, as applicable:

- the Society's name;
- trademarks and service marks;
- emblem, logos, official seal, motto, and visual identity;
- Society-owned publications and copyrighted works;
- educational materials and programs;
- scientific and policy statements;
- Society-owned guidelines and institutional documents;
- websites and digital content;
- Society-owned software and digital platforms;
- audiovisual materials;
- databases and data resources;
- photographs, illustrations, and graphic designs; and
- other intellectual property owned, assigned, licensed to, or controlled by the Society.

The inclusion of a work or resource in a Society publication, program, conference, journal, website, or other activity shall not by itself establish Society ownership of that intellectual property.

Society Assets — Society assets shall be used for authorized institutional purposes and protected against loss, theft, misuse, unauthorized access, inappropriate personal benefit, or other unauthorized use.

Ownership and Attribution — Ownership of intellectual property created in connection with Society activities shall be determined according to applicable law and any governing employment, contractor, publication, collaboration, assignment, funding, licensing, or other written agreement.

Appropriate attribution shall be provided when required by law, agreement, professional practice, or applicable Society policy.

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INTELLECTUAL PROPERTY AND USE OF SOCIAL ASSETS

Licensing and Permissions — The Board of Directors or Founder President–Chief Executive Officer or successor, within delegated authority, may authorize use, reproduction, licensing, or distribution of Society intellectual property when such use supports or is consistent with the Society's mission and protects its legal and institutional interests.

Significant licensing arrangements shall be documented appropriately and comply with applicable law and Society policies.

Protection of Institutional Identity — The Society's name, trademarks, emblem, logos, official seal, motto, and other protected identifiers shall not be used in a manner that falsely or improperly implies authorization, endorsement, affiliation, sponsorship, certification, or official representation.

Use of protected institutional identifiers shall require appropriate authorization when such authorization is required by applicable policy or law.

Third-Party Intellectual Property — The Society shall respect intellectual property owned by others. Third-party materials shall be reproduced, distributed, adapted, licensed, or otherwise used only when permitted by applicable law, license, authorization, agreement, or other lawful basis.

Digital Assets — Websites, domain names, official digital accounts, software, databases, digital repositories, and other significant digital resources owned or controlled by the Society shall be administered and protected through appropriately authorized institutional arrangements.

8. Compliance

All individuals and bodies responsible for Society intellectual property or organizational assets shall comply with this Policy and applicable legal, contractual, licensing, and institutional requirements.

Suspected infringement, unauthorized use, loss, misappropriation, or misuse of significant Society assets should be reported to the appropriate Society authority.

Concerns regarding noncompliance shall be considered fairly and objectively in accordance with applicable governing documents, policies, agreements, procedures, and law.

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INTELLECTUAL PROPERTY AND USE OF SOCIAL ASSETS

Corrective or remedial action shall be proportionate to the nature and circumstances of the matter and undertaken by the appropriate authority.

9. Exceptions

Exceptions to this Policy may be authorized only by the Board of Directors.

Exceptions shall be limited, justified, appropriately authorized, and documented when required.

No exception may authorize infringement of third-party rights, unlawful disposition of Society assets, unauthorized private benefit, or an action inconsistent with the Constitution, Bylaws, applicable law, or fundamental institutional obligations of the Society.

10. Records and Documentation

The Secretariat shall maintain appropriate records relating to significant intellectual property owned or controlled by the Society, registrations, renewals, licenses, permissions, assignments, significant organizational assets, and other actions undertaken pursuant to this Policy.

Agreements affecting ownership, licensing, transfer, or authorized use of significant intellectual property shall be preserved as official institutional records.

Records relating to trademarks, copyrights, registrations, licenses, and other rights requiring renewal or continuing protection should be maintained in a manner that facilitates timely institutional action.

Official records shall be maintained in accordance with applicable law, governing documents, records-management requirements, and applicable confidentiality and data-protection obligations.

The Secretariat shall serve as custodian of official institutional records arising under this Policy except where responsibility is assigned otherwise.

POLICY 20

INTELLECTUAL PROPERTY AND USE OF SOCIAL ASSETS

IV. INTEGRATION AND CONTINUITY

11. Related Documents

Related institutional documents include, as applicable:

- Constitution of the Global Newborn Society;
- Bylaws of the Global Newborn Society;
- Governance Handbook;
- Board Policy Manual;
- External Relations and Public Statements Policy;
- Confidentiality Policy;
- Ethics and Compliance Policy;
- Records Management Policy;
- Document Retention and Disposition Policy;
- applicable publication, journal, authorship, copyright, licensing, branding, digital-resource, and information-technology policies; and
- relevant contracts, licenses, assignments, permissions, and other agreements.

12. References

Relevant external legal, regulatory, professional, intellectual-property, copyright, trademark, publishing, licensing, or other authoritative sources may be identified when appropriate to the interpretation or implementation of this Policy.

References should, where appropriate, be authoritative, current, and internationally relevant.

No external reference shall supersede the Constitution, Bylaws, applicable law, contractual obligations, or other superior governing authority applicable to the Global Newborn Society.

13. Review and Revision

This Policy shall be reviewed at least every five years, or earlier when changes in the Constitution, Bylaws, applicable law, technology, intellectual-property practices, publishing activities, organizational assets, or other circumstances warrant reconsideration.

POLICY 20

INTELLECTUAL PROPERTY AND USE OF SOCIAL ASSETS

Revisions shall be approved by the Board of Directors in accordance with the governing documents and policies of the Society.

The Secretariat shall preserve the authoritative current version and institutional history of this Policy.

EPILOGUE

The intellectual property, institutional identity, and organizational assets of the Global Newborn Society represent both resources for advancing its mission and an institutional inheritance requiring responsible stewardship.

Through lawful ownership, appropriate attribution, careful protection, authorized use, and responsible management, the Society shall preserve these assets while enabling them to support scientific exchange, education, collaboration, and the advancement of newborn health worldwide.

VERSION HISTORY

Version History shall provide the permanent chronological record of the adoption and subsequent substantive revisions of this Policy.

The Secretariat shall maintain the Version History as part of the authoritative institutional record.

POLICY 20

INTELLECTUAL PROPERTY AND USE OF SOCIAL ASSETS

DOCUMENT CONTROL

Policy Number	**Policy 20**
Policy Title	Intellectual Property and Use of Society Assets
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Administrative Custodian	Secretariat
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Related Documents	Constitution; Bylaws; Governance Handbook; Policy 4 – Confidentiality; Policy 13 – Records Management; Policy 14 – Document Retention and Disposition
Document Status	Active

VERSION HISTORY

Version	Date	Description	Approved By
1.0	August 1, 2026	Founding Policy	Board of Directors

POLICY 21

DATA PRIVACY AND INFORMATION SECURITY

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POLICY 21

DATA PRIVACY AND INFORMATION SECURITY

INTRODUCTION

The Global Newborn Society receives and maintains information relating to its governance, Members, programs, publications, conferences, partnerships, and other institutional activities. Responsible stewardship of this information is essential to maintaining trust and supporting the Society's international mission.

This Policy establishes a common framework for data privacy, information governance, cybersecurity, and the responsible management of information throughout its lifecycle.

DOCUMENT CONTROL

Document Control establishes the official administrative identity and current status of this Policy and shall be maintained in accordance with the standardized Document Control requirements of the Policy Manual.

STANDARDIZED POLICY ARCHITECTURE

I. FOUNDATION

1. Purpose

This Policy establishes the principles governing the privacy, protection, security, and responsible management of information maintained or processed by or on behalf of the Global Newborn Society.

It promotes confidentiality, integrity, availability, legal compliance, responsible information governance, and stewardship of information entrusted to the Society.

2. Scope

This Policy applies to the Board of Directors; Founder President–Chief Executive Officer or successor; Officers; Board committees; Secretariat; employees; volunteers; consultants; contractors; Members acting on behalf of the Society; and other individuals authorized to access or process Society information.

It applies to information maintained or processed by or on behalf of the Society, whether in physical, electronic, cloud-based, or other form.

POLICY 21

DATA PRIVACY AND INFORMATION SECURITY

3. Policy Statement

The Global Newborn Society shall protect the confidentiality, integrity, and availability of information entrusted to it through administrative, technical, physical, and organizational safeguards appropriate to the nature and sensitivity of the information and the risks associated with its processing.

Information shall be collected, accessed, maintained, used, shared, retained, and disposed of responsibly, ethically, and in accordance with applicable law, contractual obligations, and Society policies.

Personal information shall be collected and processed only for legitimate purposes and, where appropriate, limited to information reasonably necessary for those purposes.

Access to confidential, personal, or sensitive information shall be limited to individuals with an appropriate institutional need and authorization.

This Policy is adopted by the Board of Directors pursuant to the Constitution and Bylaws of the Global Newborn Society.

4. Definitions

Personal Information — Information relating to an identified or identifiable individual, as defined or recognized under applicable law.

Sensitive Information — Information requiring enhanced protection because of its nature, confidentiality, potential impact of unauthorized disclosure or misuse, or requirements imposed by applicable law or agreement.

Information Security — Administrative, technical, physical, and organizational measures designed to protect information and information systems against unauthorized access, disclosure, alteration, loss, destruction, or disruption.

Processing — Any operation involving information, including its collection, recording, organization, storage, access, use, disclosure, transmission, modification, retention, or disposition.

Information Security Incident — An actual or reasonably suspected event involving unauthorized access, disclosure, alteration, loss, destruction, misuse, or disruption of Society information or information systems.

POLICY 21

DATA PRIVACY AND INFORMATION SECURITY

II. PRINCIPLES AND ACCOUNTABILITY

5. Guiding Principles and Contextual Considerations

Data privacy and information security shall be guided by the following principles:

Confidentiality — Confidential and sensitive information shall be protected against unauthorized access or disclosure.

Integrity — Information shall be protected against unauthorized or improper alteration and maintained with appropriate accuracy and reliability.

Availability — Information and systems shall remain appropriately accessible to authorized individuals when required for legitimate Society purposes.

Accountability — Individuals entrusted with Society information shall remain responsible for its appropriate protection and use.

Compliance — Information shall be managed consistently with applicable legal, regulatory, contractual, and institutional requirements.

Stewardship — Responsible information governance shall protect individuals, institutional trust, and the Society's long-term mission.

The Society shall apply privacy and security measures proportionate to the nature, sensitivity, volume, purpose, and risks associated with the information being processed.

Because the Society operates internationally, applicable privacy, data-protection, cybersecurity, contractual, and cross-border information requirements may differ among jurisdictions. Appropriate consideration shall therefore be given to the legal and regulatory requirements applicable to particular activities and information.

Application of contextual considerations shall remain consistent with the mission, Founding Philosophy, Enduring Principles, Constitution, and Bylaws of the Global Newborn Society.

POLICY 21

DATA PRIVACY AND INFORMATION SECURITY

6. Roles and Responsibilities

The Board of Directors shall oversee information governance and information security; approve significant policies; consider material cybersecurity and privacy risks; receive information regarding significant incidents when appropriate; and promote responsible stewardship of Society information.

The Founder President–Chief Executive Officer or successor shall oversee implementation of this Policy; support appropriate administrative, technical, physical, and organizational safeguards; report significant privacy or security matters to the Board; promote information-security awareness; and recommend improvements when appropriate.

The Secretariat shall maintain official governance information securely; implement applicable information-management practices; protect confidential institutional records; coordinate authorized access to official information; maintain appropriate administrative safeguards; and support compliance with privacy and information-security requirements.

Individuals subject to this Policy shall protect Society information from unauthorized access, disclosure, alteration, loss, misuse, or destruction; use information only for authorized purposes; safeguard passwords, authentication credentials, and access privileges; follow applicable security requirements; and promptly report actual or suspected incidents.

Third-party service providers entrusted with Society information shall be expected to maintain safeguards appropriate to the nature of the information and their responsibilities, consistent with applicable contractual and legal requirements.

Delegation of responsibility shall not diminish the accountability of the body or office retaining ultimate authority.

III. IMPLEMENTATION AND ASSURANCE

7. Procedures

The Society shall maintain privacy and information-security practices proportionate to its size, activities, technological environment, and information risks.

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DATA PRIVACY AND INFORMATION SECURITY

Information Governance — Appropriate safeguards shall be maintained for information including, as applicable:

- membership information;
- governance records;
- financial and transactional information;
- publications and editorial systems;
- conference and event information;
- educational platforms;
- digital communications;
- research information entrusted to the Society;
- intellectual property;
- contractual and partnership information; and
- other confidential, personal, proprietary, or sensitive information.

Privacy Protection — Personal information shall be collected, used, shared, retained, and disposed of for legitimate Society purposes and in accordance with applicable legal and institutional requirements.

The Society should collect only information reasonably necessary for the identified institutional purpose and should not retain personal information longer than reasonably necessary, subject to applicable legal, contractual, archival, and records-management requirements.

Access Control — Access to Society information and systems shall be limited according to legitimate institutional responsibilities and appropriate authorization. Access privileges should be reviewed or terminated when responsibilities change or access is no longer required.

Information Security — Appropriate safeguards may include access controls; authentication procedures; secure storage and transmission; backup and recovery; cybersecurity awareness; software and system maintenance; incident-response procedures; and periodic review of security practices.

Third-Party Services — When external service providers process or maintain significant Society information, appropriate consideration shall be given to privacy, security, confidentiality, data ownership, access, retention, incident notification, and other relevant contractual protections.

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International Data Activities — When personal or sensitive information is transferred or accessed across national boundaries, the Society shall consider applicable legal, regulatory, contractual, and data-protection requirements.

Information Security Incidents — Actual or suspected privacy or information-security incidents shall be reported promptly through appropriate institutional channels.

The Society shall assess significant incidents, take reasonable measures to contain and mitigate harm, preserve relevant evidence and records, restore affected functions, and make legally required notifications when applicable.

Material incidents affecting the Society's operations, information, reputation, or legal obligations shall be reported to the Board of Directors as appropriate.

8. Compliance

Individuals and bodies subject to this Policy shall comply with applicable privacy, information-security, confidentiality, access-control, records-management, and data-protection requirements.

Concerns regarding noncompliance shall be considered fairly and objectively in accordance with applicable governing documents, policies, procedures, agreements, and law.

Corrective or remedial action shall be proportionate to the nature, severity, circumstances, and potential consequences of the matter and undertaken by the appropriate authority.

9. Exceptions

Exceptions to this Policy may be authorized only by the Board of Directors.

Exceptions shall be limited, justified, appropriately authorized, and documented when required.

No exception may authorize an action inconsistent with the Constitution, Bylaws, applicable law, contractual obligations, or fundamental privacy, confidentiality, or information-security obligations of the Society.

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DATA PRIVACY AND INFORMATION SECURITY

10. Records and Documentation

The Secretariat shall maintain appropriate records relating to significant privacy and information-security activities, including material incidents, institutional determinations, required notifications, significant access authorizations, and other documentation requiring preservation.

Privacy and security records shall themselves be protected according to their sensitivity and applicable legal, contractual, and institutional requirements.

Information shall be retained and disposed of in accordance with applicable records-management and document-retention requirements.

The Secretariat shall serve as custodian of official institutional records arising under this Policy except where responsibility is assigned otherwise by the Constitution, Bylaws, policy, agreement, or applicable law.

IV. INTEGRATION AND CONTINUITY

11. Related Documents

Related institutional documents include, as applicable:

- Constitution of the Global Newborn Society;
- Bylaws of the Global Newborn Society;
- Governance Handbook;
- Board Policy Manual;
- Confidentiality Policy;
- Records Management Policy;
- Document Retention and Disposition Policy;
- Intellectual Property and Use of Society Assets Policy;
- Risk Management Policy;
- Crisis Management and Organizational Resilience Policy; and
- applicable information-technology, cybersecurity, privacy, access-control, digital-platform, contractual, and incident-response procedures.

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DATA PRIVACY AND INFORMATION SECURITY

12. References

Relevant external privacy, data-protection, cybersecurity, information-security, records-management, legal, regulatory, contractual, or professional authorities may be identified when appropriate to the interpretation or implementation of this Policy.

References should, where appropriate, be authoritative, current, and relevant to the jurisdictions and activities involved.

No external reference shall supersede the Constitution, Bylaws, applicable law, contractual obligations, or other superior governing authority applicable to the Global Newborn Society.

13. Review and Revision

This Policy shall be reviewed at least every five years, or earlier when changes in the Constitution, Bylaws, applicable law, technology, cybersecurity risks, information practices, organizational activities, or other circumstances warrant reconsideration.

A significant privacy or information-security incident should also prompt consideration of whether an earlier review of this Policy or its associated procedures is warranted.

Revisions shall be approved by the Board of Directors in accordance with the governing documents and policies of the Society.

The Secretariat shall preserve the authoritative current version and institutional history of this Policy.

EPILOGUE

Information entrusted to the Global Newborn Society carries an obligation of responsible stewardship.

By protecting privacy, maintaining secure and reliable information systems, limiting information use to legitimate purposes, and responding responsibly to emerging risks, the Society strengthens institutional trust and safeguards the information necessary to advance its global mission.

POLICY 21

DATA PRIVACY AND INFORMATION SECURITY

C. VERSION HISTORY

Version History shall provide the permanent chronological record of the adoption and subsequent substantive revisions of this Policy.

The Secretariat shall maintain the Version History as part of the authoritative institutional record.

POLICY 21

DATA PRIVACY AND INFORMATION SECURITY

DOCUMENT CONTROL

Policy Number	**Policy 21**
Policy Title	Data Privacy and Information Security
Policy Category	Institutional Governance
Responsible Authority	Board of Directors
Policy Owner	Founder President–Chief Executive Officer
Administrative Custodian	Secretariat
Original Adoption	August 1, 2026
Most Recent Revision	—
Effective Date	August 1, 2026
Next Scheduled Review	August 2031
Review Cycle	Every five years, or sooner if required
Supersedes	None (Founding Policy)
Related Documents	Constitution; Bylaws; Governance Handbook; Policy 4 – Confidentiality; Policy 13 – Records Management; Policy 14 – Document Retention and Disposition; Policy 20 – Intellectual Property and Use of Society Assets
Document Status	Active

VERSION HISTORY

Version	Date	Description	Approved By
1.0	August 1, 2026	Founding Policy	Board of Directors

PART VI

Partnerships and External Stewardship

Shared Purpose. Greater Impact

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POLICY 22

INTERNATIONAL PARTNERSHIPS AND COLLABORATIONS

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POLICY 22

INTERNATIONAL PARTNERSHIPS AND COLLABORATIONS

INTRODUCTION

International collaboration is central to the advancement of newborn health and enables the Global Newborn Society to extend its scientific, educational, professional, and humanitarian impact across geographic and institutional boundaries.

This Policy establishes a common framework for developing, approving, managing, and evaluating partnerships while protecting the Society's independence, integrity, reputation, and long-term institutional interests.

DOCUMENT CONTROL

Document Control establishes the official administrative identity and current status of this Policy and shall be maintained in accordance with the standardized Document Control requirements of the Policy Manual.

STANDARDIZED POLICY ARCHITECTURE

I. FOUNDATION

1. Purpose

This Policy establishes the principles governing the development, approval, oversight, and evaluation of partnerships and collaborative relationships between the Global Newborn Society and external organizations.

It promotes responsible collaboration, protects the Society's independence and reputation, and advances its mission through strategic partnerships.

2. Scope

This Policy applies to the Board of Directors; Founder President–Chief Executive Officer or successor; Officers; Board committees; Secretariat; Members acting on behalf of the Society; and other individuals authorized to develop, negotiate, approve, administer, or participate in collaborative relationships on behalf of the Society.

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INTERNATIONAL PARTNERSHIPS AND COLLABORATIONS

It applies to formal partnerships, affiliations, memoranda of understanding, strategic alliances, institutional collaborations, joint initiatives, and other significant collaborative relationships entered into by or on behalf of the Society.

3. Policy Statement

The Global Newborn Society recognizes that responsible partnerships and collaborations can strengthen its ability to advance newborn health worldwide.

Partnerships shall be developed and maintained in a manner consistent with the Society's mission, Founding Philosophy, Enduring Principles, Constitutional Identity, ethical standards, and long-term strategic objectives.

The Society shall preserve its independence in governance, scientific activities, editorial matters, policy development, and institutional decision-making in all collaborative relationships.

No partnership or collaborative arrangement shall authorize an external organization to exercise governance authority over the Society or compromise its scientific, professional, ethical, or institutional independence.

No individual may enter into an agreement or make a legal, financial, policy, or other institutional commitment on behalf of the Society except within appropriately delegated authority.

This Policy is adopted by the Board of Directors pursuant to the Constitution and Bylaws of the Global Newborn Society.

4. Definitions

Partnership — A formal relationship between the Society and one or more external organizations established to pursue defined objectives of mutual interest.

Collaboration — A cooperative activity undertaken with an external organization or other party in furtherance of shared objectives.

Collaborative Agreement — A memorandum of understanding, agreement, contract, or other documented arrangement establishing the terms of a partnership or collaboration.

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INTERNATIONAL PARTNERSHIPS AND COLLABORATIONS

Strategic Partnership — A collaborative relationship of substantial importance to the Society's mission, strategic objectives, reputation, finances, programs, or institutional development.

Partner Organization — An external organization participating with the Society in a partnership or collaborative activity.

II. PRINCIPLES AND ACCOUNTABILITY

5. Guiding Principles and Contextual Considerations

Partnerships and collaborations shall be guided by the following principles:

Mission Alignment — Partnerships shall advance or support the Society's mission and strategic priorities.

Integrity — Collaborative relationships shall preserve the Society's scientific, professional, ethical, and organizational independence.

Mutual Respect — Partnerships shall be founded upon shared objectives, professionalism, reciprocity, and respect for participating organizations and communities.

Transparency — Significant collaborative relationships shall be established through appropriate and documented governance processes.

Accountability — Significant partnerships shall have clearly defined responsibilities and shall be monitored and periodically evaluated.

Stewardship — Responsible collaboration shall strengthen the Society's global impact while protecting its reputation, resources, institutional identity, and long-term interests.

Because the Society operates internationally, partnerships may involve substantial differences in culture, resources, institutional capacity, legal and regulatory environments, professional practices, and local priorities.

Such differences should be considered respectfully when partnerships are designed and implemented, without compromising the mission, ethical principles, scientific integrity, or institutional independence of the Society.

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INTERNATIONAL PARTNERSHIPS AND COLLABORATIONS

6. Roles and Responsibilities

The Board of Directors shall approve significant strategic partnerships when appropriate; oversee collaborative relationships materially affecting the Society's mission, governance, finances, reputation, or strategic direction; periodically review significant partnerships; and safeguard institutional independence.

The Founder President–Chief Executive Officer or successor shall identify opportunities for strategic collaboration; conduct or oversee appropriate preliminary assessment and due diligence; negotiate partnerships within delegated authority; present significant proposals to the Board when required; oversee implementation of approved collaborative arrangements; and report significant partnership matters to the Board.

Board Committees may advise the Board regarding collaborative opportunities; participate in partnership activities within their delegated responsibilities; evaluate collaborative initiatives; and provide recommendations regarding their continuation, modification, or conclusion.

The Secretariat shall support the administration of approved partnerships; maintain authoritative copies of significant collaborative agreements and related institutional records; assist with required reporting and documentation; and support periodic partnership review.

Individuals acting on behalf of the Society shall represent the Society professionally; act within their delegated authority; conduct collaborative activities ethically; comply with approved agreements; disclose conflicts of interest when required; and protect the Society's reputation, resources, and institutional interests.

Delegation of responsibility shall not diminish the accountability of the body or office retaining ultimate authority.

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INTERNATIONAL PARTNERSHIPS AND COLLABORATIONS

III. IMPLEMENTATION AND ASSURANCE

7. Procedures

Partnership Development — Proposed partnerships should be evaluated according to their anticipated contribution to the Society's mission, strategic objectives, programs, scientific activities, educational activities, institutional development, and global impact.

Partnerships may support, among other purposes:

- newborn health;
- scientific research and exchange;
- professional and clinical education;
- conferences and educational programs;
- publications and knowledge dissemination;
- advocacy consistent with the Society's mission;
- capacity building and professional development;
- technological and digital innovation; and
- other activities advancing the Society's charitable purposes.

Due Diligence — Before entering into a significant partnership, the Society should undertake due diligence proportionate to the nature, scale, duration, financial implications, and potential risks of the relationship.

Due diligence may consider the prospective partner's legal status; mission and activities; reputation; governance; financial capacity; conflicts of interest; ethical practices; sanctions or other legal restrictions when relevant; and potential financial, legal, scientific, operational, or reputational risks to the Society.

Approval — Partnerships shall be approved by the Board of Directors or another Society authority acting within appropriately delegated powers. Partnerships involving substantial financial commitments, significant institutional obligations, material reputational implications, or matters affecting governance or institutional independence should ordinarily receive Board consideration.

Collaborative Agreements — Formal partnerships should ordinarily be documented through written agreements appropriate to the nature and scope of the collaboration.

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INTERNATIONAL PARTNERSHIPS AND COLLABORATIONS

Agreements should address, as applicable:

- purpose and objectives;
- scope of collaboration;
- respective responsibilities;
- governance and decision-making arrangements;
- financial obligations;
- use of funds and resources;
- intellectual property;
- confidentiality and data protection;
- use of names, trademarks, and institutional identity;
- communications and public representation;
- duration;
- reporting and evaluation;
- amendment; and
- termination.

Implementation and Oversight — Approved partnerships shall be implemented in accordance with their governing agreements and applicable Society policies. Significant departures from approved terms shall be referred to the appropriate Society authority.

Partnership Review — Significant partnerships should be periodically evaluated to determine whether they continue to advance the Society's mission; achieve intended objectives; provide appropriate mutual value; maintain ethical and professional standards; preserve institutional independence; and remain appropriate in light of associated risks and resources.

The Society may modify, suspend, decline to renew, or terminate a collaborative relationship that no longer serves its mission or institutional interests, subject to applicable contractual and legal obligations.

8. Compliance

Individuals participating in partnerships on behalf of the Society shall comply with applicable collaborative agreements, governing documents, Society policies, delegated authority, and law.

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INTERNATIONAL PARTNERSHIPS AND COLLABORATIONS

Concerns regarding noncompliance shall be considered fairly and objectively in accordance with applicable agreements, governing documents, policies, procedures, and law.

Corrective or remedial action shall be proportionate to the nature and circumstances of the matter and undertaken by the appropriate authority.

9. Exceptions

Exceptions to this Policy may be authorized only by the Board of Directors.

Exceptions shall be limited, justified, appropriately authorized, and documented when required.

No exception may authorize an arrangement inconsistent with the Constitution, Bylaws, applicable law, charitable purposes, ethical obligations, or fundamental institutional independence of the Society.

10. Records and Documentation

The Secretariat shall maintain appropriate records of significant partnerships, including approved agreements, memoranda of understanding, amendments, authorizations, significant reports, evaluations, and termination or renewal documentation.

Records relating to due diligence, financial commitments, intellectual property, confidentiality, data protection, or other sensitive partnership matters shall be protected appropriately.

Official records shall be maintained in accordance with applicable law, governing documents, records-management requirements, contractual obligations, and applicable confidentiality or data-protection requirements.

The Secretariat shall serve as custodian of official institutional records arising under this Policy except where responsibility is assigned otherwise.

POLICY 22

INTERNATIONAL PARTNERSHIPS AND COLLABORATIONS

IV. INTEGRATION AND CONTINUITY

11. Related Documents

Related institutional documents include, as applicable:

- Constitution of the Global Newborn Society;
- Bylaws of the Global Newborn Society;
- Governance Handbook;
- Board Policy Manual;
- Conflict of Interest Policy;
- Code of Conduct;
- Ethics and Compliance Policy;
- External Relations and Public Statements Policy;
- Intellectual Property and Use of Society Assets Policy;
- Data Privacy and Information Security Policy;
- Risk Management Policy;
- financial and fundraising policies; and
- applicable contracts, memoranda of understanding, partnership agreements, committee charters, and Board resolutions.

12. References

Relevant external legal, regulatory, ethical, professional, scientific, nonprofit-governance, international-collaboration, or other authoritative sources may be identified when appropriate to the interpretation or implementation of this Policy.

References should, where appropriate, be authoritative, current, and internationally relevant.

No external reference shall supersede the Constitution, Bylaws, applicable law, contractual obligations, or other superior governing authority applicable to the Global Newborn Society.

13. Review and Revision

This Policy shall be reviewed at least every five years, or earlier when changes in the Constitution, Bylaws, applicable law, international activities, partnership practices, strategic priorities, or other circumstances warrant reconsideration.

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INTERNATIONAL PARTNERSHIPS AND COLLABORATIONS

Experience arising from significant partnerships should inform periodic evaluation and improvement of the Society's collaborative practices.

Revisions shall be approved by the Board of Directors in accordance with the governing documents and policies of the Society.

The Secretariat shall preserve the authoritative current version and institutional history of this Policy.

EPILOGUE

International partnership expands what institutions can accomplish when collaboration is grounded in shared purpose, mutual respect, and responsible stewardship.

Through carefully selected and appropriately governed collaborations, the Global Newborn Society can extend scientific knowledge, strengthen professional capacity, foster innovation, and advance newborn health worldwide while preserving the independence and institutional integrity upon which its global credibility depends.

VERSION HISTORY

Version History shall provide the permanent chronological record of the adoption and subsequent substantive revisions of this Policy.

The Secretariat shall maintain the Version History as part of the authoritative institutional record.

POLICY 22

INTERNATIONAL PARTNERSHIPS AND COLLABORATIONS

DOCUMENT CONTROL

Policy Number	**Policy 22**
Policy Title	International Partnerships and Collaborations
Policy Category	Institutional Governance
Responsible Authority	Board of Directors
Policy Owner	Founder President–Chief Executive Officer
Administrative Custodian	Secretariat
Original Adoption	August 1, 2026
Most Recent Revision	—
Effective Date	August 1, 2026
Next Scheduled Review	August 2031
Review Cycle	Every five years, or sooner if required
Supersedes	None (Founding Policy)
Related Documents	Constitution; Bylaws; Governance Handbook; Policy 3 – Conflict of Interest; Policy 17 – Ethics and Compliance; Policy 18 – External Relations and Public Statements
Document Status	Active

VERSION HISTORY

Version	Date	Description	Approved By
1.0	August 1, 2026	Founding Policy	Board of Directors

POLICY 23

SPONSORSHIPS, GRANTS, AND CORPORATE RELATIONSHIPS

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POLICY 23

SPONSORSHIPS, GRANTS, AND CORPORATE RELATIONSHIPS

INTRODUCTION

The Global Newborn Society is committed to the highest standards of integrity, independence, transparency, and responsible stewardship in its relationships with sponsors, grantors, corporations, foundations, and other external organizations. Individuals and bodies acting on behalf of the Society share responsibility for ensuring that such relationships advance its mission while protecting its independence, reputation, and public trust.

This Policy establishes a common framework for sponsorships, grants, and corporate relationships consistent with the Society's mission, Constitutional Identity, Founding Philosophy, Enduring Principles, and governing documents.

DOCUMENT CONTROL

Document Control establishes the official administrative identity and current status of this Policy and shall be maintained in accordance with the standardized Document Control requirements of the Policy Manual.

STANDARDIZED POLICY ARCHITECTURE

I. FOUNDATION

1. Purpose

This Policy establishes the principles and responsibilities governing sponsorships, grants, and corporate relationships involving the Global Newborn Society.

It promotes institutional independence, integrity, transparency, accountability, appropriate recognition, responsible stewardship, and protection from actual, potential, or perceived conflicts of interest in support of the Society's mission, Constitutional Identity, Founding Philosophy, and Enduring Principles.

2. Scope

This Policy applies to the Board of Directors; the Founder President–Chief Executive Officer or successor; Chairs; Officers; the Treasurer; committees; the Secretariat; individuals authorized to solicit, negotiate, approve, administer, or oversee sponsorships, grants, or corporate relationships; and any other individual or body acting on behalf of the Society in such matters.

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SPONSORSHIPS, GRANTS, AND CORPORATE RELATIONSHIPS

It applies to financial and in-kind sponsorships; charitable and programmatic grants; educational support; research support administered by the Society; corporate contributions; event and Congress support; publication-related institutional support where applicable; collaborative arrangements involving financial or in-kind contributions; and other relationships through which an external organization provides resources or material support to the Society.

3. Policy Statement

The Global Newborn Society may accept sponsorships, grants, and corporate support that advance its charitable mission and are consistent with its values, governing documents, institutional independence, and applicable law.

Individuals and bodies subject to this Policy shall ensure that external financial or material support does not improperly influence the Society's governance, scientific activities, educational content, publications, policy positions, professional judgment, or institutional decision-making. Relationships shall be evaluated, authorized, documented, administered, and disclosed as appropriate to preserve the integrity and independence of the Society.

No sponsorship, grant, contribution, or corporate relationship shall confer governance authority or inappropriate influence over the Society solely by reason of financial or material support.

This Policy is adopted by the Board of Directors pursuant to the Constitution and Bylaws of the Global Newborn Society.

4. Definitions

For purposes of this Policy:

Sponsorship — Financial or in-kind support provided to the Society in connection with an activity, program, event, initiative, publication, or other authorized purpose, ordinarily accompanied by appropriate acknowledgment or recognition.

Grant — Financial or material support provided for a defined charitable, scientific, educational, programmatic, research, or institutional purpose and subject to applicable terms, conditions, restrictions, or reporting requirements.

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SPONSORSHIPS, GRANTS, AND CORPORATE RELATIONSHIPS

Corporate Relationship — An authorized relationship between the Society and a commercial entity involving financial support, in-kind support, collaboration, sponsorship, grants, services, or other material engagement.

In-Kind Support — Goods, services, facilities, technology, expertise, or other nonmonetary resources provided for the benefit of the Society or an authorized Society activity.

Restricted Support — Financial or in-kind support subject to conditions limiting its use to a specified activity, program, project, or purpose.

Sponsor or Grantor — An external organization or entity providing sponsorship, grant funding, financial support, or in-kind resources to the Society.

Institutional Independence — The ability of the Society to exercise its governance, scientific, educational, editorial, professional, and policy responsibilities without inappropriate external influence.

Conflict of Interest — An actual, potential, or perceived conflict between an individual's or organization's personal, professional, financial, institutional, or other interests and responsibilities to the Society.

II. PRINCIPLES AND ACCOUNTABILITY

5. Guiding Principles and Contextual Considerations

Individuals and bodies subject to this Policy shall be guided by the following principles:

Mission Alignment — Accept external support only when the relationship and supported activity are consistent with the Society's mission and charitable purposes.

Independence — Preserve the Society's governance, scientific, educational, editorial, professional, and policy independence from inappropriate external influence.

Integrity — Establish and administer external relationships honestly, ethically, and in the best interests of the Society.

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Transparency — Disclose and document sponsorships, grants, corporate support, and material relationships as appropriate to their nature and circumstances.

Accountability — Ensure that external support is appropriately authorized, administered, monitored, and used for its intended purpose.

Stewardship — Manage financial and in-kind support responsibly and protect the Society's mission, Constitutional Identity, Institutional Heritage, reputation, and resources for present and future generations.

Scientific and Educational Integrity — Protect the objectivity, credibility, and professional standards of scientific, educational, clinical, and scholarly activities supported by external organizations.

Fair Recognition — Acknowledge sponsors, grantors, and supporting organizations appropriately without implying endorsement, governance authority, scientific approval, or preferential status beyond that expressly authorized by the Society.

These principles shall be interpreted with appropriate consideration of the international, multidisciplinary, and culturally diverse character of the Society.

Application of contextual considerations shall remain consistent with the mission, Founding Philosophy, Enduring Principles, Constitution, and Bylaws of the Global Newborn Society.

6. Roles and Responsibilities

The Board of Directors shall establish the principles governing sponsorships, grants, and corporate relationships; oversee relationships presenting significant financial, reputational, ethical, or institutional implications; address significant conflicts or concerns; and ensure that external support does not compromise the Society's independence or charitable purposes.

The Founder President–Chief Executive Officer or successor shall oversee implementation of this Policy; support development and stewardship of appropriate external relationships; ensure that significant proposed relationships are referred to the appropriate authority when required; and advise the Board regarding material opportunities, risks, or concerns.

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The Treasurer shall support appropriate financial oversight of sponsorships, grants, and corporate contributions; promote accurate financial accounting and reporting; and assist in monitoring restrictions or other financial obligations associated with external support.

Relevant committees shall review or oversee sponsorships, grants, or external relationships within their assigned authority and shall refer significant ethical, financial, scientific, educational, reputational, or conflict-of-interest concerns to the appropriate governing authority.

The Secretariat shall support administration, documentation, acknowledgment, reporting, and institutional recordkeeping associated with approved sponsorships, grants, and corporate relationships.

Individuals acting on behalf of the Society shall not solicit, negotiate, accept, promise, or represent sponsorships, grants, corporate support, recognition, benefits, or commitments beyond the authority delegated to them.

Delegation of responsibility shall not diminish the accountability of the body or office retaining ultimate authority.

III. IMPLEMENTATION AND ASSURANCE

7. Procedures

Sponsorships, grants, and corporate relationships under this Policy shall be implemented through appropriate evaluation, authorization, documentation, financial oversight, disclosure, and monitoring.

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SPONSORSHIPS, GRANTS, AND CORPORATE RELATIONSHIPS

Before entering into a material sponsorship, grant, or corporate relationship, the Society shall consider, as appropriate:

- consistency with the Society's mission and charitable purposes;
- the nature, reputation, and activities of the external organization;
- the purpose and conditions of the proposed support;
- actual, potential, or perceived conflicts of interest;
- potential effects on institutional, scientific, educational, or editorial independence;
- financial and legal obligations;
- restrictions governing the use of funds or resources;
- expectations regarding recognition, branding, or public acknowledgment;
- reputational implications for the Society;
- applicable legal, regulatory, ethical, or professional requirements; and
- the long-term interests and sustainability of the Society.

Material sponsorships, grants, and corporate relationships shall be appropriately authorized before commitments are made on behalf of the Society.

Terms and conditions shall be documented when appropriate and shall identify the purpose of the support, responsibilities of the parties, financial or in-kind contributions, restrictions on use, recognition arrangements, reporting obligations, duration, termination provisions when applicable, and other material conditions.

External support shall not provide a sponsor, grantor, or corporation with authority to control the Society's governance, appointments, scientific conclusions, educational content, editorial decisions, clinical recommendations, policy positions, or other independent institutional judgments.

Sponsors and grantors may receive reasonable acknowledgment or recognition consistent with the nature of their support. Such recognition shall not imply endorsement of a commercial product, service, organization, or viewpoint unless expressly authorized by the Board and consistent with applicable law and the Society's charitable purposes.

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SPONSORSHIPS, GRANTS, AND CORPORATE RELATIONSHIPS

Restricted funds and grants shall be used for their authorized purposes and administered in accordance with applicable conditions, financial controls, reporting obligations, and Society policies.

Individuals involved in evaluating, negotiating, approving, or administering external relationships shall disclose relevant actual, potential, or perceived conflicts of interest in accordance with applicable Board policy.

Where support relates to scientific, educational, or scholarly activities, the Society shall retain appropriate control over program objectives, content, faculty or participant selection, scientific interpretation, and presentation of conclusions.

Where support relates to the Society's publications, the editorial independence of *the newborn* and other Society publications shall be preserved in accordance with applicable editorial policies and governing documents.

Significant concerns regarding a sponsor, grantor, proposed relationship, contractual condition, conflict of interest, or potential threat to the Society's independence or reputation shall be referred to the appropriate governing authority before the relationship proceeds or continues.

8. Compliance

All individuals and bodies subject to this Policy shall comply with its requirements.

Concerns regarding noncompliance shall be considered fairly and objectively in accordance with the Constitution, Bylaws, applicable policies and procedures, and law.

Failure to comply with this Policy may result in appropriate corrective or remedial action proportionate to the nature and circumstances of the matter and undertaken by the appropriate authority.

9. Exceptions

Exceptions to this Policy may be authorized only by the Board of Directors.

Exceptions shall be limited, justified, appropriately authorized, and documented when required.

No exception may authorize conduct inconsistent with the Constitution, Bylaws, applicable law, or fundamental institutional obligations of the Society.

POLICY 23

SPONSORSHIPS, GRANTS, AND CORPORATE RELATIONSHIPS

10. Records and Documentation

Records relating to sponsorships, grants, corporate relationships, reviews, determinations, approvals, disclosures, financial transactions, reporting obligations, and actions arising under this Policy shall be created and maintained as appropriate to the nature and circumstances of the matter.

Such records may include agreements; grant documents; sponsorship terms; correspondence; approvals; conflict-of-interest disclosures; financial records; restrictions on funds; reports to sponsors or grantors; acknowledgment arrangements; and records of significant reviews, determinations, or corrective actions.

Such records shall be maintained with appropriate confidentiality and protection in accordance with applicable law, governing documents, records-management requirements, and applicable data-protection obligations.

The Secretariat shall serve as custodian of official institutional records arising under this Policy except where responsibility is assigned otherwise by the Constitution, Bylaws, policy, or applicable law.

IV. INTEGRATION AND CONTINUITY

11. Related Documents

Related institutional documents include, as applicable:

- Constitution of the Global Newborn Society;
- Bylaws of the Global Newborn Society;
- Governance Handbook;
- Board Policy Manual;
- Conflict of Interest Policy;
- Financial Oversight Policy;
- Fundraising and Donor Stewardship Policy;
- applicable publications and editorial-independence policies;
- applicable gift-acceptance, grant-management, financial-management, records-management, and data-privacy policies; and
- related procedures, committee charters, resolutions, agreements, and other official institutional documents.

POLICY 23

SPONSORSHIPS, GRANTS, AND CORPORATE RELATIONSHIPS

Identification of related documents shall promote consistency across the Society's governance framework and facilitate implementation of this Policy.

12. References

Relevant external legal, regulatory, financial, charitable, scientific, educational, professional, ethical, or other authoritative sources may be identified when appropriate to the interpretation or implementation of this Policy.

References should, where appropriate, be authoritative, current, and internationally relevant. No external reference shall supersede the Constitution, Bylaws, or other superior governing authority of the Global Newborn Society.

13. Review and Revision

This Policy shall be reviewed at least every five years, or earlier when changes in the Constitution, Bylaws, applicable law, governance structure, organizational needs, professional standards, or other circumstances warrant reconsideration.

Revisions shall be approved by the Board of Directors in accordance with the governing documents and policies of the Society.

The Secretariat shall preserve the authoritative current version and institutional history of this Policy.

EPILOGUE

External partnerships can strengthen the Global Newborn Society's capacity to advance its mission and global activities.

By preserving independence, integrity, transparency, and responsible stewardship, the Society can benefit from external support while protecting its identity, credibility, and public trust.

VERSION HISTORY

Version History shall provide the permanent chronological record of the adoption and subsequent substantive revisions of this Policy.

The Secretariat shall maintain the Version History as part of the authoritative institutional record.

POLICY 23

SPONSORSHIPS, GRANTS, AND CORPORATE RELATIONSHIPS

DOCUMENT CONTROL

Policy Number	Policy 23
Policy Title	Sponsorships, Grants, and Corporate Relationships
Policy Category	Institutional Governance
Responsible Authority	Board of Directors
Policy Owner	Founder President–Chief Executive Officer
Administrative Custodian	Secretariat
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Review Cycle	Every five years, or sooner if required
Supersedes	None (Founding Policy)
Related Documents	Constitution; Bylaws; Governance Handbook; Policy 3 – Conflict of Interest; Policy 11 – Financial Oversight; Policy 12 – Investment and Reserve Funds; Policy 17 – Ethics and Compliance; Policy 22 – International Partnerships and Collaborations
Document Status	Active

VERSION HISTORY

Version	Date	Description	Approved By
1.0	August 1, 2026	Founding Policy	Board of Directors

Part VII

Scientific, Professional, and Community Governance

Advance Excellence. Strengthen Community

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POLICY 24

PUBLICATIONS AND SCIENTIFIC INTEGRITY

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POLICY 24

PUBLICATIONS AND SCIENTIFIC INTEGRITY

INTRODUCTION

Scientific credibility is fundamental to the mission and international standing of the Global Newborn Society. Publications, educational programs, scientific meetings, clinical guidance, and other scholarly activities conducted under the Society's authority shall therefore reflect the highest standards of scientific integrity, academic excellence, and ethical scholarship.

This Policy establishes a common framework for protecting scientific integrity, editorial independence, responsible scholarship, transparency, and confidence in the Society's scientific and educational activities.

DOCUMENT CONTROL

Document Control establishes the official administrative identity and current status of this Policy and shall be maintained in accordance with the standardized Document Control requirements of the Policy Manual.

STANDARDIZED POLICY ARCHITECTURE

I. FOUNDATION

1. Purpose

This Policy establishes the principles governing the scientific, educational, and publication activities of the Global Newborn Society.

It promotes scientific integrity, editorial independence, ethical scholarship, transparency, academic excellence, and public confidence in the Society's publications and educational activities.

2. Scope

This Policy applies to the Board of Directors; Founder President–Chief Executive Officer or successor; Editors-in-Chief; Editorial Boards; publication and scientific committees; authors; peer reviewers; conference and educational faculty; and other individuals participating in scientific, educational, editorial, or publication activities conducted under the Society's authority.

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PUBLICATIONS AND SCIENTIFIC INTEGRITY

It applies to Society journals, publications, scientific statements, clinical guidance, educational programs, conferences, digital scientific content, and other scholarly activities conducted under the Society's name or authority.

3. Policy Statement

The Global Newborn Society is committed to the highest standards of scientific integrity, academic excellence, and ethical publication practices.

Scientific publications, educational programs, clinical guidance, and other scholarly activities conducted under the Society's authority shall be developed objectively and in accordance with recognized standards of scientific, professional, research, and publication integrity.

Editorial decisions shall remain independent and free from inappropriate influence arising from commercial interests, financial support, sponsorship, organizational position, political considerations, personal relationships, or other sources.

The Board of Directors shall protect the institutional conditions necessary for editorial independence but shall not direct individual manuscript acceptance, rejection, peer-review outcomes, or other individual editorial decisions.

This Policy is adopted by the Board of Directors pursuant to the Constitution and Bylaws of the Global Newborn Society.

4. Definitions

Scientific Integrity — Adherence to principles of honesty, accuracy, objectivity, transparency, accountability, and responsible scientific and scholarly practice.

Editorial Independence — The authority of Editors to make editorial decisions according to scientific merit, relevance, methodological quality, ethical standards, and established editorial policies without inappropriate external or institutional influence.

Peer Review — Independent scholarly evaluation of scientific or professional work by individuals with appropriate expertise.

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PUBLICATIONS AND SCIENTIFIC INTEGRITY

Scientific Misconduct — Conduct that materially violates applicable standards of research, scientific, scholarly, or publication integrity, as determined through appropriate review.

Conflict of Interest — A financial, professional, institutional, personal, or other interest that may influence, or reasonably appear to influence, scientific, educational, editorial, or publication judgment.

Scientific Record — The body of scholarly information communicated through publications, statements, presentations, educational materials, databases, or other scientific outputs.

II. PRINCIPLES AND ACCOUNTABILITY

5. Guiding Principles and Contextual Considerations

Scientific and scholarly activities shall be guided by the following principles:

Scientific Integrity — Society publications and educational activities shall promote evidence-based, objective, accurate, and scientifically rigorous scholarship.

Editorial Independence — Editorial decisions shall be made independently and without inappropriate influence.

Transparency — Relevant conflicts of interest, funding sources, affiliations, and other relationships shall be disclosed appropriately.

Accountability — Authors, editors, reviewers, faculty, committees, and Society leaders share responsibility for maintaining scientific integrity within their respective roles.

Professional Excellence — Publications and educational activities shall promote high standards of scholarship, peer review, scientific communication, and professionalism.

Stewardship — Scientific integrity shall protect the Society's credibility, reputation, and enduring contribution to newborn health.

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PUBLICATIONS AND SCIENTIFIC INTEGRITY

Scientific standards shall be applied fairly while recognizing differences among study designs, disciplines, methodologies, geographic settings, resources, and forms of scholarly contribution.

The Society shall encourage scientific diversity, constructive debate, and legitimate differences of scientific interpretation. Scientific disagreement, when expressed responsibly and supported by evidence and reasoned analysis, shall not itself constitute misconduct.

6. Roles and Responsibilities

The Board of Directors shall protect the scientific and editorial independence of the Society; approve overarching policies governing scientific and publication activities; support ethical scholarship; and safeguard the Society's scientific reputation.

The Board shall exercise institutional oversight without interfering in individual editorial decisions appropriately assigned to Editors or Editorial Boards.

The Founder President–Chief Executive Officer or successor shall support implementation of this Policy; ensure appropriate institutional and administrative support for scientific activities; respect and protect editorial independence; promote compliance with applicable policies; and report significant institutional scientific-integrity matters to the Board when appropriate.

Editors and Editorial Boards shall exercise editorial judgment independently; apply fair and objective editorial and peer-review processes; maintain appropriate confidentiality; manage conflicts of interest; uphold recognized publication ethics; address concerns affecting the scientific record; and protect the scientific quality and integrity of Society publications.

Scientific and Educational Committees shall promote scientific rigor, appropriate faculty selection, transparency, evidence-based content, and independence from inappropriate influence in programs under their responsibility.

Authors, Reviewers, Faculty, and other participants shall act ethically; disclose conflicts of interest; maintain scientific accuracy and confidentiality; respect intellectual-property rights; and uphold research and publication integrity.

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PUBLICATIONS AND SCIENTIFIC INTEGRITY

Delegation of responsibility shall not diminish the accountability of the body or office retaining ultimate authority.

III. IMPLEMENTATION AND ASSURANCE

7. Procedures

Editorial Independence — Editorial decisions regarding manuscripts and publications shall be based on scientific merit, methodological quality, originality, relevance, ethical standards, and applicable editorial policies.

Neither financial support, sponsorship, organizational position, personal relationships, nor other inappropriate influences shall determine editorial outcomes.

Peer Review — Peer review shall be conducted fairly, objectively, confidentially, and according to the policies and standards applicable to the publication or scientific activity.

Authorship and Contribution — Authorship and contributorship shall reflect meaningful scholarly contributions and applicable publication standards. Guest, honorary, or otherwise inappropriate attribution of authorship shall not be permitted.

Conflicts of Interest — Relevant financial, professional, institutional, or personal relationships shall be disclosed and managed appropriately by authors, reviewers, editors, faculty, and other individuals participating in Society scientific activities.

Scientific Integrity — The Society shall promote:

- responsible authorship and contributorship;
- objective and confidential peer review;
- ethical research and scholarly practices;
- accurate and transparent reporting;
- appropriate disclosure of funding and conflicts of interest;
- correction of material errors;
- responsible investigation and management of alleged misconduct; and
- preservation of the integrity of the scientific record.

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PUBLICATIONS AND SCIENTIFIC INTEGRITY

Educational Activities — Educational programs conducted under the Society's authority shall be scientifically accurate, evidence-informed, professionally appropriate, transparent regarding relevant financial relationships, and independent of inappropriate commercial or other influence.

Scientific and Clinical Guidance — Scientific statements, consensus documents, and clinical guidance issued under the Society's authority shall be developed through processes appropriate to their purpose, with attention to evidence, expertise, conflicts of interest, transparency, and scientific rigor.

Scientific Misconduct — Allegations affecting Society publications or scientific activities shall be reviewed fairly, objectively, confidentially to the extent appropriate, and according to applicable procedures and recognized standards of research and publication integrity.

Individuals whose work or conduct is the subject of review shall be treated fairly and provided appropriate opportunity to respond consistent with the nature of the proceeding.

Correction of the Scientific Record — When warranted, appropriate measures may include correction, clarification, expression of concern, withdrawal, retraction, or other action necessary to preserve the accuracy and integrity of the scientific record.

8. Compliance

Individuals participating in Society scientific, educational, editorial, or publication activities shall comply with this Policy and applicable publication, research, ethical, disclosure, confidentiality, and conflict-of-interest requirements.

Concerns regarding scientific or publication integrity shall be referred to the authority responsible for the relevant scientific or editorial activity and addressed through appropriate procedures.

Corrective action shall be proportionate to the nature and circumstances of the matter and undertaken without compromising legitimate editorial independence.

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PUBLICATIONS AND SCIENTIFIC INTEGRITY

9. Exceptions

Exceptions to this Policy may be authorized only by the Board of Directors.

Exceptions shall be limited, justified, appropriately authorized, and documented when required.

No exception may compromise scientific integrity, editorial independence, research ethics, the integrity of the scientific record, applicable law, or the fundamental institutional obligations of the Society.

The Board's authority to approve exceptions shall not extend to directing the outcome of an individual manuscript or other editorial decision properly within the authority of an Editor or Editorial Board.

10. Records and Documentation

Appropriate records relating to scientific and publication activities shall be maintained according to their institutional, scientific, legal, ethical, and historical significance.

Editorial records, peer-review materials, conflict-of-interest disclosures, scientific-integrity proceedings, and other confidential scholarly information shall be protected appropriately.

The confidentiality of peer review shall be maintained except where disclosure is authorized, required by applicable procedures, necessary for appropriate investigation, or required by law.

The Secretariat shall maintain official institutional records arising under this Policy, whereas Editors and Editorial Offices may maintain editorial records within their assigned authority and applicable publication procedures.

Records shall be retained and disposed of in accordance with applicable records-management and document-retention requirements.

POLICY 24

PUBLICATIONS AND SCIENTIFIC INTEGRITY

IV. INTEGRATION AND CONTINUITY

11. Related Documents

Related institutional documents include, as applicable:

- Constitution of the Global Newborn Society;
- Bylaws of the Global Newborn Society;
- Governance Handbook;
- Board Policy Manual;
- Conflict of Interest Policy;
- Code of Conduct;
- Confidentiality Policy;
- Ethics and Compliance Policy;
- External Relations and Public Statements Policy;
- Sponsorships, Grants, and Corporate Relationships Policy;
- Intellectual Property and Use of Society Assets Policy;
- Data Privacy and Information Security Policy;
- applicable journal and editorial policies; and
- applicable authorship, peer-review, publication-ethics, conflict-of-interest, research-integrity, and educational policies and procedures.

12. References

Relevant external scientific, research-integrity, publication-ethics, editorial, educational, professional, legal, and regulatory authorities may be identified when appropriate to the interpretation or implementation of this Policy.

References should be authoritative, current, internationally relevant, and appropriate to the scientific or scholarly activity concerned.

External standards may inform the Society's scientific and editorial practices but shall not supersede the Constitution, Bylaws, applicable law, or the protected editorial independence established by the Society.

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PUBLICATIONS AND SCIENTIFIC INTEGRITY

13. Review and Revision

This Policy shall be reviewed at least every five years, or earlier when changes in the Constitution, Bylaws, applicable law, scientific standards, publication ethics, editorial practices, technology, educational activities, or other circumstances warrant reconsideration.

Significant developments affecting research integrity, scholarly publishing, or the Society's publication activities should prompt consideration of whether earlier review is appropriate.

Revisions shall be approved by the Board of Directors in accordance with the governing documents and policies of the Society, provided that revisions shall preserve appropriate editorial independence.

The Secretariat shall preserve the authoritative current version and institutional history of this Policy.

EPILOGUE

Scientific credibility is earned through independence, rigor, transparency, and an unwavering commitment to the integrity of the scientific record.

By protecting editorial independence, encouraging responsible scholarship, supporting constructive scientific debate, and maintaining rigorous standards across its publications and educational activities, the Global Newborn Society shall preserve the trust upon which its contribution to newborn health depends.

VERSION HISTORY

Version History shall provide the permanent chronological record of the adoption and subsequent substantive revisions of this Policy.

The Secretariat shall maintain the Version History as part of the authoritative institutional record.

POLICY 24

PUBLICATIONS AND SCIENTIFIC INTEGRITY

DOCUMENT CONTROL

Policy Number	**Policy 24**
Policy Title	Publications and Scientific Integrity
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Administrative Custodian	Secretariat
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Related Documents	Constitution; Bylaws; Governance Handbook; Policy 3 – Conflict of Interest; Policy 20 – Intellectual Property and Use of Society Assets; Policy 23 – Sponsorships, Grants, and Corporate Relationships
Document Status	Active

VERSION HISTORY

Version	Date	Description	Approved By
1.0	August 1, 2026	Founding Policy	Board of Directors

POLICY 25

AWARDS AND HONORS

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POLICY 25

AWARDS AND HONORS

INTRODUCTION

Recognition of exceptional achievement and service is an important means through which the Global Newborn Society advances excellence, celebrates meaningful contributions to newborn health, and preserves examples of leadership and service for future generations.

This Policy establishes a consistent framework for the creation, administration, selection, presentation, and, when necessary, revocation of Society awards and honors while protecting their integrity, credibility, and institutional significance.

DOCUMENT CONTROL

Document Control establishes the official administrative identity and current status of this Policy and shall be maintained in accordance with the standardized Document Control requirements of the Policy Manual.

STANDARDIZED POLICY ARCHITECTURE

I. FOUNDATION

1. Purpose

This Policy establishes the principles governing the creation, administration, selection, presentation, and revocation of awards and honors of the Global Newborn Society.

It promotes merit, fairness, transparency, integrity, excellence, and appropriate recognition of individuals and organizations whose contributions advance newborn health, science, education, leadership, humanitarian service, or the mission of the Society.

2. Scope

This Policy applies to the Board of Directors; Founder President–Chief Executive Officer or successor; Awards and Honors Committee; other committees participating in recognition programs; Secretariat; and individuals involved in the nomination, evaluation, selection, administration, or presentation of Society awards and honors.

POLICY 25

AWARDS AND HONORS

It applies to awards, honors, medals, named lectureships, fellowships, honorary memberships, lifetime achievement recognitions, and other official distinctions established by the Society.

3. Policy Statement

The Global Newborn Society may establish awards and honors recognizing exceptional achievement, service, leadership, innovation, scholarship, or humanitarian contribution consistent with its mission and values.

Awards and honors shall be administered through fair, objective, transparent, and appropriately documented processes based upon established eligibility and evaluation criteria.

Selection shall be based upon merit and shall remain free from inappropriate personal, financial, commercial, institutional, political, or other influence.

The prestige and integrity of Society awards shall be protected through consistent standards, responsible administration, appropriate management of conflicts of interest, and preservation of the institutional record.

This Policy is adopted by the Board of Directors pursuant to the Constitution and Bylaws of the Global Newborn Society.

4. Definitions

Award — An official distinction conferred by the Society in recognition of achievement, contribution, service, or excellence.

Honor — An official form of recognition conferred by the Society in acknowledgement of distinguished accomplishment, service, leadership, or contribution.

Nominee — An individual or organization formally proposed for consideration for a Society award or honor.

Recipient — An individual or organization formally selected to receive a Society award or honor.

Selection Body — The committee, panel, Board, or other authorized body responsible for evaluating nominations or selecting or recommending recipients.

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AWARDS AND HONORS

Conflict of Interest — An actual, potential, or perceived interest that may influence, or reasonably appear to influence, impartial participation in an award or honors process.

II. PRINCIPLES AND ACCOUNTABILITY

5. Guiding Principles and Contextual Considerations

Awards and honors shall be guided by the following principles:

Merit — Recognition shall reflect exceptional achievement, service, leadership, scholarship, innovation, or contribution.

Integrity — Selection processes shall be conducted ethically, objectively, and without inappropriate influence.

Fairness — Eligible candidates shall receive equitable consideration according to established criteria.

Transparency — Eligibility requirements, evaluation criteria, and selection procedures shall be defined and applied consistently.

Excellence — Society awards and honors shall reflect high standards of professional achievement, scholarship, leadership, and service.

Stewardship — Recognition programs shall preserve institutional credibility, celebrate exemplary contributions, and inspire future generations.

In administering international recognition programs, appropriate consideration may be given to differences in professional disciplines, geographic settings, resources, career stages, and forms of contribution, provided that established standards of merit and integrity are preserved.

No award shall be granted solely because of financial support, sponsorship, organizational position, personal relationship, or other consideration unrelated to the established criteria for the recognition.

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AWARDS AND HONORS

6. Roles and Responsibilities

The Board of Directors shall approve the establishment, substantial modification, or discontinuation of Society awards and honors; approve overarching recognition policies; confirm recipients when required; protect the integrity and prestige of Society honors; and periodically review recognition programs.

The Founder President–Chief Executive Officer or successor shall oversee implementation of this Policy; support appropriate administration of recognition programs; facilitate institutional recognition of recipients; and report significant award-related matters to the Board when appropriate.

The Awards and Honors Committee shall administer or oversee nomination and selection processes; evaluate nominations objectively; apply established criteria consistently; manage conflicts of interest; recommend recipients when required; and periodically review award criteria and program effectiveness.

The Secretariat shall administer nomination procedures; maintain official award documentation; coordinate authorized communications with nominees and recipients; preserve the historical record of Society honors; and support award presentations and recognition activities.

Individuals participating in selection processes shall act impartially; maintain appropriate confidentiality; disclose conflicts of interest; evaluate candidates according to established criteria; and protect the integrity of the selection process.

III. IMPLEMENTATION AND ASSURANCE

7. Procedures

Establishment of Awards and Honors — The Board of Directors may establish awards and honors recognizing excellence in areas including newborn and neonatal clinical care; scientific research; medical and professional education; nursing; public and global health; humanitarian service; global leadership; innovation; distinguished service to the Society; lifetime achievement; and other areas consistent with the Society's mission.

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AWARDS AND HONORS

Each award or honor should have a defined purpose, eligibility requirements, selection criteria, selection process, approving authority, and form of recognition.

Fellowship of the Global Newborn Society (FGNS) — Fellowship of the Global Newborn Society is a distinguished honorary recognition conferred upon individuals whose accomplishments and contributions reflect the mission, values, and international character of the Society. Fellowship may recognize exceptional achievement in one or more domains, including **academic excellence, organizational leadership, and social contribution**, consistent with the foundations upon which the Society's Fellowship has been awarded.

Candidates for Fellowship should demonstrate sustained achievement, professional or societal impact, ethical and professional standing, and contributions relevant to newborn health, healthcare, science, education, leadership, humanitarian service, or the broader purposes of the Society. Fellowship may recognize individuals from medical, nursing, scientific, educational, public-health, social, humanitarian, organizational, or other fields whose work advances or supports the well-being of newborn infants, families, or communities.

Fellows shall be selected through an appropriately constituted nomination and review process and appointed or confirmed by the authority designated by the Board of Directors. The designation **FGNS** may be used by individuals upon whom Fellowship has been formally conferred, subject to applicable Society requirements.
Fellowship shall constitute an honor of the Society and shall not, by itself, confer governance authority, Board membership, employment status, voting rights, or authority to represent or bind the Society.

Nominations — Nominations for awards, honors, and Fellowship shall be solicited and received through procedures appropriate to the particular recognition. Eligibility requirements and required nomination materials should be communicated clearly.

POLICY 25

AWARDS AND HONORS

Evaluation and Selection — Nominees shall be evaluated impartially according to established criteria appropriate to the recognition.
Criteria may include:

- professional accomplishments;
- scientific or educational contributions;
- leadership and innovation;
- ethical and professional conduct;
- service to newborn health;
- humanitarian or social contribution;
- impact upon newborn infants, families, healthcare professionals, communities, or society; and
- other criteria established for the specific recognition.

Selection processes should be sufficiently documented to demonstrate adherence to established procedures while preserving appropriate confidentiality.

Conflicts of Interest — Individuals participating in nominations, evaluations, deliberations, or selection shall disclose actual, potential, or perceived conflicts of interest in accordance with the Society's Conflict of Interest Policy.

Individuals with a material conflict shall recuse themselves from evaluation, deliberation, or voting concerning the affected nominee when appropriate.

Presentation and Recognition — Awards and honors may be presented at Society congresses, scientific meetings, ceremonies, educational events, or through other forms of institutional recognition authorized by the Society.

Revocation of Awards and Honors — The Board of Directors may revoke an award or honor when credible and sufficiently established circumstances demonstrate that continued recognition would materially conflict with the Society's mission, ethical standards, governing documents, or institutional integrity.

Before revocation, the matter shall receive appropriate review, relevant information shall be considered objectively, and the affected recipient shall ordinarily be provided a reasonable opportunity to respond when practicable and appropriate.

POLICY 25

AWARDS AND HONORS

Revocation shall require formal action by the Board of Directors and shall be documented in the institutional record.

8. Compliance

Individuals participating in Society recognition programs shall comply with this Policy, established award procedures, conflict-of-interest requirements, confidentiality obligations, and applicable law.

Concerns regarding the integrity or administration of an award process shall be referred to the appropriate institutional authority for review.

Corrective action shall be proportionate to the nature and circumstances of the matter and may include reconsideration of a selection process when necessary to preserve its integrity.

9. Exceptions

Exceptions to this Policy may be authorized only by the Board of Directors.

Exceptions shall be limited, justified, appropriately authorized, and documented when required.

No exception may compromise the integrity, fairness, independence, or credibility of a Society award or authorize action inconsistent with the Constitution, Bylaws, applicable law, or fundamental institutional obligations of the Society.

10. Records and Documentation

The Secretariat shall maintain the official institutional record of Society awards and honors.

Records should include, as appropriate, the establishment and criteria of awards; recipients; dates of recognition; Board or committee determinations; and other documentation necessary to preserve the historical record of Society honors.

Nomination materials, deliberations, evaluations, and other confidential selection records shall be protected appropriately and retained or disposed of in accordance with applicable records-management and document-retention requirements.

Records concerning revocation of an award or honor shall document the institutional action and shall be maintained with appropriate regard for confidentiality, fairness, and the permanent historical record.

POLICY 25

AWARDS AND HONORS

IV. INTEGRATION AND CONTINUITY

11. Related Documents

Related institutional documents include, as applicable:

- Constitution of the Global Newborn Society;
- Bylaws of the Global Newborn Society;
- Governance Handbook;
- Board Policy Manual;
- Code of Conduct;
- Policies on Conflict of Interest; Ethics and Compliance; and Confidentiality;
- Sponsorships, Grants, and Corporate Relationships Policy;
- Records Management Policy;
- Document Retention Policy; and
- applicable award charters, criteria, nomination procedures, and selection guidelines.

12. References

Relevant external professional, ethical, legal, scientific, academic, nonprofit-governance, or other authoritative standards may be considered when appropriate to the administration of Society awards and honors.

External standards should be authoritative, current, and relevant to the nature and purpose of the recognition.

No external reference shall supersede the Constitution, Bylaws, applicable law, or other governing authority of the Global Newborn Society.

13. Review and Revision

This Policy shall be reviewed at least every five years, or earlier when changes in the Constitution, Bylaws, applicable law, recognition programs, organizational activities, or other circumstances warrant reconsideration.

Individual awards and honors should also be reviewed periodically to ensure their continuing relevance, integrity, prestige, and alignment with the Society's mission.

POLICY 25

AWARDS AND HONORS

Revisions shall be approved by the Board of Directors in accordance with the governing documents and policies of the Society.

The Secretariat shall preserve the authoritative current version and institutional history of this Policy.

EPILOGUE

Awards and honors express the values an institution chooses to recognize and preserve. Through fair, rigorous, and transparent recognition of exceptional achievement and service, the Global Newborn Society celebrates those whose contributions advance newborn health and establishes examples of excellence for future generations.

The enduring value of every Society honor shall rest upon the integrity of the process through which it is conferred.

VERSION HISTORY

Version History shall provide the permanent chronological record of the adoption and subsequent substantive revisions of this Policy.

The Secretariat shall maintain the Version History as part of the authoritative institutional record.

POLICY 25

AWARDS AND HONORS

DOCUMENT CONTROL

Policy Number	**Policy 25**
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1.0	August 1, 2026	Founding Policy	Board of Directors

POLICY 26

MEMBERSHIP GOVERNANCE

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POLICY 26

MEMBERSHIP GOVERNANCE

INTRODUCTION

Membership provides the professional and institutional community through which the Global Newborn Society advances international collaboration, scientific exchange, education, and service to newborn health.

This Policy establishes a consistent framework for the administration and development of membership while promoting fairness, inclusiveness, professional excellence, engagement, and responsible institutional stewardship.

DOCUMENT CONTROL

Document Control establishes the official administrative identity and current status of this Policy and shall be maintained in accordance with the standardized Document Control requirements of the Policy Manual.

STANDARDIZED POLICY ARCHITECTURE

I. FOUNDATION

1. Purpose

This Policy establishes the principles governing membership within the Global Newborn Society.

It promotes fairness, transparency, inclusiveness, professional excellence, international participation, member engagement, and responsible stewardship in the administration and development of the Society's membership.

2. Scope

This Policy applies to the Board of Directors; Founder President–Chief Executive Officer or successor; Membership Committee; Secretariat; all categories of Society membership; applicants for membership; and individuals responsible for administering membership programs.

It applies to membership eligibility, categories, admission, renewal, rights, responsibilities, engagement, records, and other matters concerning membership governance.

POLICY 26

MEMBERSHIP GOVERNANCE

3. Policy Statement

Membership is fundamental to the mission and long-term development of the Global Newborn Society.

The Society shall administer membership fairly, transparently, and equitably in a manner that promotes professional engagement, international collaboration, scientific excellence, inclusiveness, and service to newborn health.

Membership requirements, categories, rights, and responsibilities shall remain consistent with the Constitution, Bylaws, and applicable policies of the Society.

Membership in the Society shall not, by itself, confer governance, fiduciary, representative, or decision-making authority except as expressly provided by the Constitution, Bylaws, or other governing authority of the Society.

This Policy is adopted by the Board of Directors pursuant to the Constitution and Bylaws of the Global Newborn Society.

4. Definitions

Member — An individual or organization admitted to a recognized category of membership in accordance with the Bylaws and applicable Society policies.

Membership Category — A classification of membership established under the Bylaws or other authorized governing instrument, with associated eligibility requirements, rights, and responsibilities.

Member in Good Standing — A Member who satisfies applicable membership requirements and is not subject to suspension or other restriction affecting membership status.

Institutional Member — An organization admitted to membership under a category established for institutional participation, where authorized by the Bylaws.

Honorary Member — An individual granted honorary membership in recognition of distinguished contribution or service according to applicable Society requirements.

POLICY 26

MEMBERSHIP GOVERNANCE

II. PRINCIPLES AND ACCOUNTABILITY

5. Guiding Principles and Contextual Considerations

Membership governance shall be guided by the following principles:

Mission Alignment — Membership shall support and advance the Society's charitable, scientific, educational, and professional mission.

Inclusiveness — Membership opportunities should promote participation by qualified individuals from diverse professional, geographic, disciplinary, linguistic, cultural, and resource settings.

Professional Excellence — Membership shall encourage high standards of professional conduct, scientific integrity, collaboration, and service.

Fairness — Membership requirements and decisions shall be based upon objective and consistently applied criteria.

Engagement — Members should be encouraged to participate meaningfully in the scientific, educational, professional, and institutional activities of the Society.

Stewardship — A strong, diverse, and engaged membership shall contribute to the Society's institutional continuity, sustainability, and global impact.

The international character of the Society shall be reflected in the development and administration of membership programs. Appropriate consideration may be given to differences in professional disciplines, career stages, geographic regions, economic circumstances, institutional resources, and opportunities for participation.

Membership practices shall remain consistent with the Society's commitment to fairness, dignity, professional respect, and applicable nondiscrimination requirements.

6. Roles and Responsibilities

The Board of Directors shall establish overarching membership policies; approve membership categories and significant revisions when authorized; oversee membership governance; promote membership development and engagement; and ensure consistency with the Society's governing documents and mission.

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MEMBERSHIP GOVERNANCE

The Founder President–Chief Executive Officer or successor shall oversee implementation of membership policies; support recruitment, retention, and engagement; identify significant membership trends and opportunities; and report membership matters to the Board when appropriate.

The Membership Committee shall advise the Board regarding membership policies and development; review membership initiatives; recommend strategies for recruitment, retention, international participation, and engagement; and periodically evaluate membership programs.

The Secretariat shall administer membership applications and renewals; maintain the official membership register and related records; support communications with Members; administer membership status in accordance with applicable requirements; and implement Board-approved membership policies and procedures.

Members shall support the Society's mission and values; comply with applicable governing documents and policies; conduct themselves professionally and ethically in Society activities; maintain applicable eligibility requirements; and contribute constructively to the Society's professional community.

III. IMPLEMENTATION AND ASSURANCE

7. Procedures

Membership Categories — Membership categories shall be established through the Bylaws or other authorized governing instruments of the Society.

Categories may include, where authorized:

- Full Members;
- Associate Members;
- Student or Trainee Members;
- Emeritus Members;
- Honorary Members;
- Institutional Members; and
- other categories approved in accordance with the Bylaws.

POLICY 26

MEMBERSHIP GOVERNANCE

The eligibility requirements, rights, responsibilities, dues or fees where applicable, and other conditions associated with each category shall be established through appropriate governing documents, policies, or procedures.

Application and Admission — Applications for membership shall be processed according to established eligibility criteria and administrative procedures. Membership decisions shall be made fairly, consistently, and without inappropriate discrimination.

Membership Rights — Membership rights shall be determined by the Constitution, Bylaws, and applicable Society policies. Rights may differ among membership categories.

No Member shall exercise authority on behalf of the Society solely by virtue of membership unless such authority has been expressly granted.

Membership Responsibilities — Members shall:
support the Society's mission and Enduring Principles;
comply with applicable governing documents and policies;
maintain professional and ethical conduct in Society activities;
provide accurate membership information;
satisfy requirements applicable to their membership category; and
respect the rights, dignity, and professional contributions of other Members.

Renewal and Membership Status — Membership renewal and maintenance of good standing shall be administered according to applicable requirements established by the Society.

Suspension or Termination — Suspension, termination, or other material restriction of membership shall occur only in accordance with the Bylaws and applicable policies and procedures.

Where an adverse membership determination involves conduct or other contested circumstances, the Member shall receive appropriate notice and an opportunity to respond consistent with the governing documents, applicable procedures, and principles of procedural fairness.

POLICY 26

MEMBERSHIP GOVERNANCE

Membership Development and Engagement — The Society should promote meaningful opportunities for Members to participate in scientific programs, educational activities, committees, conferences, publications, professional networks, and other activities consistent with their eligibility and the Society's governance structure.

8. Compliance

Members and individuals responsible for membership administration shall comply with this Policy, the Constitution, Bylaws, applicable membership requirements, and applicable law.

Concerns regarding membership eligibility, conduct, administration, or compliance shall be considered fairly and objectively by the appropriate authority.

Corrective or remedial action shall be proportionate to the nature and circumstances of the matter and undertaken according to applicable governing documents and procedures.

9. Exceptions

Exceptions to this Policy may be authorized only by the Board of Directors and only where consistent with the Constitution, Bylaws, applicable law, and the Society's mission.

Exceptions shall be limited, justified, appropriately authorized, and documented when required.

No exception may confer a membership right or governance authority inconsistent with the Constitution or Bylaws.

10. Records and Documentation

The Secretariat shall maintain the authoritative membership register and appropriate records concerning membership applications, categories, status, renewals, and other official membership matters.

Membership information shall be maintained accurately and protected in accordance with applicable confidentiality, privacy, information-security, records-management, and document-retention requirements.

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MEMBERSHIP GOVERNANCE

Access to membership records shall be limited to authorized individuals and legitimate Society purposes.

Records relating to significant membership determinations shall be documented and preserved as appropriate to maintain accountability and institutional continuity.

IV. INTEGRATION AND CONTINUITY

11. Related Documents

Related institutional documents include, as applicable:

- Constitution of the Global Newborn Society;
- Bylaws of the Global Newborn Society;
- Governance Handbook;
- Board Policy Manual;
- Code of Conduct;
- Conflict of Interest Policy;
- Ethics and Compliance Policy;
- Confidentiality Policy;
- Data Privacy and Information Security Policy;
- Records Management Policy;
- Document Retention Policy; and
- applicable membership procedures, forms, and requirements.

12. References

Relevant external legal, regulatory, professional, ethical, nonprofit-governance, privacy, and other authoritative sources may be considered when appropriate to membership administration.

References should be authoritative, current, and relevant to the international character and activities of the Society.

No external reference shall supersede the Constitution, Bylaws, applicable law, or other governing authority of the Global Newborn Society.

POLICY 26

MEMBERSHIP GOVERNANCE

13. Review and Revision

This Policy shall be reviewed at least every five years, or earlier when changes in the Constitution, Bylaws, applicable law, membership structure, organizational activities, or other circumstances warrant reconsideration.

The Board should periodically evaluate membership growth, geographic and professional representation, engagement, retention, emerging membership needs, and opportunities to strengthen the Society's international membership.

Revisions shall be approved by the Board of Directors in accordance with the governing documents and policies of the Society.

The Secretariat shall preserve the authoritative current version and institutional history of this Policy.

EPILOGUE

The strength of the Global Newborn Society depends not only upon the number of its Members but upon their diversity, engagement, professionalism, and shared commitment to improving newborn health.

Through fair, inclusive, and responsible membership governance, the Society shall cultivate an international professional community that connects expertise across disciplines and regions while preserving the standards and institutional values that unite its Members.

VERSION HISTORY

Version History shall provide the permanent chronological record of the adoption and subsequent substantive revisions of this Policy.

The Secretariat shall maintain the Version History as part of the authoritative institutional record.

POLICY 26

MEMBERSHIP GOVERNANCE

DOCUMENT CONTROL

Policy Number	Policy 26
Policy Title	Membership Governance
Policy Category	Institutional Governance
Responsible Authority	Board of Directors
Policy Owner	Founder President–Chief Executive Officer
Administrative Custodian	Secretariat
Original Adoption	August 1, 2026
Most Recent Revision	—
Effective Date	August 1, 2026
Next Scheduled Review	August 2031
Review Cycle	Every five years, or sooner if required
Supersedes	None (Founding Policy)
Related Documents	Constitution; Bylaws; Governance Handbook; Policy 2 – Code of Conduct; Policy 17 – Ethics and Compliance
Document Status	Active

VERSION HISTORY

Version	Date	Description	Approved By
1.0	August 1, 2026	Founding Policy	Board of Directors

POLICY 27

VOLUNTEERS AND ADVISORY GROUPS

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POLICY 27

VOLUNTEERS AND ADVISORY GROUPS

INTRODUCTION

Volunteers and advisory groups extend the expertise, reach, and capacity of the Global Newborn Society and contribute importantly to its scientific, educational, professional, and international activities.

This Policy establishes a consistent framework for their appointment, service, oversight, and recognition while ensuring that volunteer participation remains accountable, professionally conducted, and appropriately distinguished from the formal governance authority of the Society.

DOCUMENT CONTROL

Document Control establishes the official administrative identity and current status of this Policy and shall be maintained in accordance with the standardized Document Control requirements of the Policy Manual.

STANDARDIZED POLICY ARCHITECTURE

I. FOUNDATION

1. Purpose

This Policy establishes the principles governing the appointment, responsibilities, service, oversight, and recognition of volunteers and advisory groups serving the Global Newborn Society.

It promotes effective engagement of qualified individuals while ensuring accountability, professionalism, collaboration, appropriate delegation, and alignment with the Society's mission and governing structure.

2. Scope

This Policy applies to volunteers serving the Society; advisory groups established or authorized by the Society; task forces and working groups not governed under Policy 7 — Board Committees; individuals serving in advisory capacities without governance authority; Founder President–Chief Executive Officer or successor; Secretariat; and other individuals responsible for appointing or overseeing volunteer and advisory activities.

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VOLUNTEERS AND ADVISORY GROUPS

This Policy does not apply to Board committees governed under Policy 7 — Board Committees.

3. Policy Statement

The Global Newborn Society recognizes the important contributions of volunteers and advisory groups in advancing its mission, scientific and educational activities, professional programs, institutional development, and global outreach. Volunteers and advisory groups shall serve in accordance with the Constitution, Bylaws, applicable policies, and responsibilities assigned to them by the appropriate institutional authority.

Volunteer or advisory appointment shall not, by itself, confer governance, fiduciary, contractual, financial, or representative authority on behalf of the Society.

Advisory groups shall provide expertise, consultation, and recommendations but shall not establish Society policy or exercise independent governance authority unless specific authority has been expressly delegated in accordance with the governing documents of the Society.

This Policy is adopted by the Board of Directors pursuant to the Constitution and Bylaws of the Global Newborn Society.

4. Definitions

Volunteer — An individual who provides authorized service to the Society without serving in that capacity as an employee and ordinarily without compensation.

Advisory Group — A body established or authorized to provide expertise, consultation, advice, or recommendations without independent governance authority.

Task Force — A temporary group established to address a defined project, issue, or institutional objective.

Working Group — A group established to undertake defined scientific, educational, professional, administrative, or other activities within assigned responsibilities.

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VOLUNTEERS AND ADVISORY GROUPS

Advisor — An individual appointed or authorized to provide expertise or advice to the Society without acquiring governance authority by reason of that appointment.

Delegated Authority — Specific authority formally assigned by an authorized Society body or office within the limits established by the Constitution, Bylaws, or applicable policies.

II. PRINCIPLES AND ACCOUNTABILITY

5. Guiding Principles and Contextual Considerations

Volunteer and advisory activities shall be guided by the following principles:

Service — Volunteer service shall advance the Society's charitable mission and strategic objectives.

Professionalism — Volunteers and advisors shall perform their responsibilities ethically, respectfully, responsibly, and competently.

Accountability — Volunteers and advisory groups shall remain accountable for responsibilities entrusted to them.

Collaboration — Volunteer activities shall promote cooperation, inclusiveness, multidisciplinary engagement, and constructive international participation.

Recognition — The Society shall value and appropriately acknowledge meaningful volunteer and advisory contributions.

Stewardship — Responsible volunteer engagement shall strengthen the Society's capacity, sustainability, institutional development, and global impact.

In selecting volunteers and advisors, the Society should seek appropriate expertise and, where relevant, diversity of professional disciplines, geographic regions, experiences, perspectives, and career stages.

Volunteer engagement shall remain consistent with the Society's governance structure and shall not create authority beyond that expressly assigned.

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VOLUNTEERS AND ADVISORY GROUPS

6. Roles and Responsibilities

The Board of Directors shall approve overarching policies governing volunteer and advisory activities; authorize advisory groups when Board authorization is appropriate; oversee the volunteer governance framework; and ensure that volunteer activities remain consistent with the Society's mission and governing documents.

The Founder President–Chief Executive Officer or successor shall oversee implementation of this Policy; promote appropriate volunteer engagement; establish or recommend advisory groups within applicable authority; ensure appropriate administrative support; and report significant volunteer or advisory initiatives to the Board when appropriate.

The Secretariat shall coordinate volunteer administration; maintain appropriate records of appointments; support communications, orientation, and institutional resources; preserve documentation concerning advisory groups; and assist with recognition of volunteer service.

Leaders responsible for volunteer or advisory activities shall provide appropriate direction; define responsibilities and reporting relationships; support effective participation; and ensure that activities remain within authorized scope.

Individuals serving in volunteer or advisory roles shall support the Society's mission and values; perform assigned responsibilities diligently and professionally; comply with applicable governing documents and policies; disclose conflicts of interest; maintain confidentiality when required; use Society resources responsibly; and conduct themselves in a manner consistent with their institutional responsibilities.

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VOLUNTEERS AND ADVISORY GROUPS

III. IMPLEMENTATION AND ASSURANCE

7. Procedures

Appointment and Service — Appointments to volunteer and advisory positions should be based upon considerations including:

- professional qualifications;
- relevant knowledge and experience;
- scientific, educational, professional, or other appropriate expertise;
- commitment to the Society's mission;
- integrity and ethical conduct;
- ability to contribute constructively;
- appropriate diversity of experience and perspective; and
- the needs of the Society.

Appointments shall be made by the body or office possessing appropriate authority under the Constitution, Bylaws, or applicable policies.

Advisory Groups — Advisory groups may be established to provide specialized expertise, consultation, analysis, or recommendations in areas supporting the Society's mission.

Advisory groups shall:

- operate within a defined purpose and scope;
- serve principally in an advisory capacity;
- possess no independent governance authority unless expressly delegated;
- not independently establish Society policy;
- not independently commit the Society to financial, contractual, legal, or institutional obligations;
- comply with applicable conflicts-of-interest and confidentiality requirements; and
- report through the institutional structure established for them.

Terms of Service — Volunteer and advisory appointments may have defined terms, responsibilities, deliverables, reporting relationships, or other conditions appropriate to the role.

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VOLUNTEERS AND ADVISORY GROUPS

The appointing authority may conclude or modify an appointment when the assigned work is completed, institutional needs change, or continued service is no longer appropriate.

Orientation — Volunteers and advisors should receive information appropriate to their responsibilities concerning the Society's mission, governance structure, applicable policies, assigned responsibilities, conflicts of interest, confidentiality, and institutional expectations.

Use of Society Name and Representation — Volunteers and advisors shall not represent themselves as authorized spokespersons, agents, or representatives of the Society beyond the authority expressly assigned to them.

Recognition — The Society may recognize significant volunteer and advisory contributions through acknowledgements, certificates, awards, appointments, or other appropriate forms of institutional recognition.

Recognition of service shall not itself create continuing appointment, membership rights, governance authority, or other institutional entitlement.

8. Compliance

Volunteers, advisors, and individuals responsible for their supervision shall comply with this Policy, applicable governing documents, assigned responsibilities, conflicts-of-interest requirements, confidentiality obligations, and applicable law.

Concerns regarding volunteer or advisory conduct shall be considered fairly and objectively by the appropriate institutional authority.

Failure to comply with applicable requirements may result in corrective action, limitation of responsibilities, or termination of the volunteer or advisory appointment, as appropriate.

9. Exceptions

Exceptions to this Policy may be authorized only by the Board of Directors.

Exceptions shall be limited, justified, appropriately authorized, and documented when required.

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VOLUNTEERS AND ADVISORY GROUPS

No exception may confer governance or other institutional authority inconsistent with the Constitution or Bylaws or authorize action inconsistent with applicable law or the fundamental obligations of the Society.

10. Records and Documentation

The Secretariat shall maintain appropriate records of volunteer and advisory appointments, responsibilities, reports, and recommendations in accordance with applicable confidentiality, privacy, and records-management requirements.

Official recommendations or reports submitted by advisory groups shall be preserved when appropriate to their institutional significance.
The Secretariat shall serve as custodian of official institutional records arising under this Policy except where responsibility is assigned otherwise.

IV. INTEGRATION AND CONTINUITY

11. Related Documents

Related institutional documents include, as applicable:

- Constitution of the Global Newborn Society;
- Bylaws of the Global Newborn Society;
- Governance Handbook;
- Board Policy Manual;
- Policy 7 — Board Committees;
- Code of Conduct;
- Conflict of Interest Policy;
- Confidentiality Policy;
- Ethics and Compliance Policy;
- External Relations and Public Statements Policy;
- Intellectual Property and Use of Society Assets Policy;
- Data Privacy and Information Security Policy;
- Awards and Honors Policy;
- Membership Governance Policy;
- Records Management Policy; and
- applicable charters, terms of reference, appointment documents, and volunteer procedures.

POLICY 27

VOLUNTEERS AND ADVISORY GROUPS

12. References

Relevant authoritative legal, regulatory, ethical, professional, or governance sources may inform this Policy but shall not supersede the Constitution, Bylaws, applicable law, or other governing authority of the Society.

13. Review and Revision

This Policy shall be reviewed at least every five years, or earlier when changes in the Constitution, Bylaws, applicable law, organizational structure, volunteer activities, advisory arrangements, or other circumstances warrant reconsideration.

The Society should periodically evaluate the effectiveness of significant volunteer and advisory structures and whether they continue to serve an appropriate institutional purpose.

Revisions shall be approved by the Board of Directors in accordance with the governing documents and policies of the Society. The Secretariat shall preserve the authoritative current version and institutional history of this Policy.

EPILOGUE

Volunteer service enables individuals from diverse disciplines, regions, and experiences to contribute their knowledge and commitment to the shared mission of improving newborn health.

Through clearly defined responsibilities, appropriate accountability, and meaningful recognition, the Global Newborn Society shall cultivate volunteer and advisory participation that expands its capabilities while preserving the integrity of its governance.

VERSION HISTORY

Version History shall provide the permanent chronological record of the adoption and subsequent substantive revisions of this Policy.

The Secretariat shall maintain the Version History as part of the authoritative institutional record.

POLICY 27

VOLUNTEERS AND ADVISORY GROUPS

DOCUMENT CONTROL

Policy Number	**Policy 27**
Policy Title	Volunteers and Advisory Groups
Policy Category	Institutional Governance
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Policy Owner	Founder President–Chief Executive Officer
Administrative Custodian	Secretariat
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Review Cycle	Every five years, or sooner if required
Supersedes	None (Founding Policy)
Related Documents	Constitution; Bylaws; Governance Handbook; Policy 2 – Code of Conduct; Policy 3 – Conflict of Interest; Policy 7 – Board Committees; Policy 26 – Membership Governance
Document Status	Active

VERSION HISTORY

Version	Date	Description	Approved By
1.0	August 1, 2026	Founding Policy	Board of Directors

POLICY 28

OFFICIAL NAME, EMBLEM, SEAL, TRADEMARKS, AND BRAND IDENTITY

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POLICY 28

OFFICIAL NAME, EMBLEM, SEAL, TRADEMARKS, AND BRAND IDENTITY

INTRODUCTION

The name, symbols, trademarks, and visual identity of the Global Newborn Society embody its institutional identity and distinguish its activities throughout the world. Their consistent and responsible use protects the Society's reputation, heritage, legal interests, and public recognition.

This Policy establishes a unified framework for the protection, management, authorization, and use of the Society's official name, emblem, seal, trademarks, service marks, logos, slogans, and other elements of institutional identity.

DOCUMENT CONTROL

Document Control establishes the official administrative identity and current status of this Policy and shall be maintained in accordance with the standardized Document Control requirements of the Policy Manual.

STANDARDIZED POLICY ARCHITECTURE

I. FOUNDATION

1. Purpose

This Policy establishes the principles governing the protection, management, registration, and authorized use of the official name, emblem, seal, trademarks, service marks, logos, slogans, and brand identity of the Global Newborn Society.

It promotes consistent public representation, safeguards the Society's institutional identity and intellectual property, and protects the reputation and goodwill associated with its name and activities.

2. Scope

This Policy applies to the Board of Directors; Founder President–Chief Executive Officer or successor; Officers; Board committees; Secretariat; Members acting on behalf of the Society; employees; volunteers; advisors; consultants; contractors; partners; and other individuals or organizations authorized to use the Society's official identity.

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OFFICIAL NAME, EMBLEM, SEAL, TRADEMARKS, AND BRAND IDENTITY

It applies to the use of Society identity in print, publications, conferences, educational programs, websites, social media, digital platforms, correspondence, merchandise, agreements, presentations, audiovisual materials, and other forms of communication or representation.

3. Policy Statement

The official name, emblem, seal, trademarks, service marks, logos, slogans, and other elements of the Global Newborn Society's institutional identity are valuable institutional and intellectual-property assets and shall be protected and used responsibly.

These assets shall be used only for authorized purposes and in a manner consistent with the Society's mission, Founding Philosophy, Enduring Principles, Constitutional Identity, governing documents, and applicable policies.

No individual or organization may use the Society's identity in a manner that falsely or improperly implies endorsement, sponsorship, affiliation, authorization, accreditation, partnership, or official representation.

Elements of institutional identity established or protected by the Constitution shall not be altered, replaced, or discontinued except in accordance with the Constitution.
Unauthorized or misleading use of the Society's name, symbols, trademarks, or visual identity is prohibited.

This Policy is adopted by the Board of Directors pursuant to the Constitution and Bylaws of the Global Newborn Society.

4. Definitions

Official Name — The legally or constitutionally recognized name of the Global Newborn Society.

Emblem — The official visual symbol of the Society established or recognized under its governing documents.

Official Seal — The formal institutional seal authorized for official Society purposes.

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OFFICIAL NAME, EMBLEM, SEAL, TRADEMARKS, AND BRAND IDENTITY

Trademark or Service Mark — A word, name, symbol, design, slogan, or other identifier owned, registered, used, or protected by the Society to distinguish its activities, programs, publications, products, or services.

Logo — An authorized visual representation used to identify the Society or an approved Society program, publication, event, or activity.

Brand Identity — The collection of names, symbols, marks, typography, visual elements, slogans, design standards, and other identifiers through which the Society presents itself publicly.

Authorized Use — Use of Society identity expressly permitted by the Constitution, Bylaws, this Policy, applicable branding standards, or an individual or body possessing appropriate delegated authority.

II. PRINCIPLES AND ACCOUNTABILITY

5. Guiding Principles and Contextual Considerations

Management of the Society's institutional identity shall be guided by the following principles:

Institutional Identity — The Society's official identity shall accurately represent its mission, values, heritage, and international character.

Integrity — The Society's identity shall not be used in a misleading, deceptive, inappropriate, or unauthorized manner.

Consistency — Official branding shall be applied consistently across Society activities and communications.

Protection — The Society shall appropriately protect its intellectual property, institutional identity, and associated goodwill.

Accountability — Individuals authorized to use Society identity shall remain responsible for its proper use.

Stewardship — Responsible preservation of the Society's identity shall strengthen its reputation, credibility, heritage, and long-term institutional development.

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OFFICIAL NAME, EMBLEM, SEAL, TRADEMARKS, AND BRAND IDENTITY

Branding should accommodate different media, languages, geographic settings, and technological platforms when appropriate while preserving the essential integrity and recognizability of the Society's official identity.

Commercial, political, personal, or external organizational interests shall not determine the Society's institutional identity or compromise its independent representation.

6. Roles and Responsibilities

The Board of Directors shall oversee the Society's institutional identity; approve significant branding policies and, where constitutionally permitted, significant modifications; oversee protection of trademarks and related intellectual property; and safeguard the Society's reputation and institutional identity.

The Board shall not alter an element of institutional identity established by the Constitution except through the constitutional process applicable to that element.

The Founder President–Chief Executive Officer or successor shall oversee implementation of this Policy; authorize appropriate use of Society identity within delegated authority; protect the Society's trademarks and institutional identity; recommend registration or other protection of intellectual property; and report significant identity or branding matters to the Board when appropriate.

The Secretariat shall maintain authoritative records and files relating to the Society's identity; preserve official versions of emblems, seals, logos, trademarks, slogans, and other approved assets; administer branding standards; maintain relevant registration records; and support protection of Society intellectual property.

Individuals authorized to use the Society's identity shall use it only for authorized purposes; comply with applicable standards; avoid unauthorized alteration; protect the Society's reputation; and report suspected misuse or infringement when identified.

POLICY 28

OFFICIAL NAME, EMBLEM, SEAL, TRADEMARKS, AND BRAND IDENTITY

III. IMPLEMENTATION AND ASSURANCE

7. Procedures

Official Identity — The Society's institutional identity may include:

- the official name, **Global Newborn Society**;
- authorized abbreviations;
- the official emblem;
- the official seal;
- trademarks and service marks;
- logos;
- mottos, taglines, and registered slogans;
- official typography and visual standards;
- domain names and digital identifiers;
- publication and program identities;
- digital branding assets; and
- other identifiers authorized in accordance with the governing documents.

Authorized Use — Society identity shall be used only:
for authorized Society purposes;

- within the scope of authority granted to the user;
- according to applicable branding and identity standards;
- in a manner protecting the Society's reputation and institutional integrity;
- without implying unauthorized endorsement, sponsorship, affiliation, or representation; and
- in accordance with applicable intellectual-property law.

Emblem and Seal — The official emblem shall be reproduced faithfully from the authoritative version maintained by the Society. Material alteration, distortion, recoloring, modification, or incorporation into another identity shall require appropriate authorization.

The official seal shall be reserved for institutional purposes authorized by the Society and shall not be used merely as a decorative or promotional device unless expressly permitted.

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OFFICIAL NAME, EMBLEM, SEAL, TRADEMARKS, AND BRAND IDENTITY

Trademarks and Slogans — Registered or otherwise protected trademarks, service marks, mottos, and slogans shall be used in accordance with applicable legal requirements and Society standards, including appropriate registration symbols where required or appropriate.

Publications, Programs, and Events — Society publications, congresses, conferences, educational programs, scientific initiatives, committees, and other authorized activities may use Society identity according to established standards and delegated authority.

External Use — External organizations, partners, sponsors, vendors, or other third parties shall not use the Society's name, emblem, logo, trademarks, or other identity without appropriate authorization.

Permission for external use should define the purpose, duration, context, permitted form of use, and any restrictions necessary to protect the Society.

Digital Identity — Domain names, websites, social-media identities, digital accounts, and other official digital identifiers representing the Society shall be established, maintained, and controlled through authorized institutional processes.

Protection of Institutional Identity — The Society shall take appropriate measures to:

- register and maintain trademarks and related protections when appropriate;
- preserve authoritative versions of official identity assets;
- monitor significant unauthorized or misleading use;
- protect domain names and digital identities;
- maintain consistency across institutional activities; and
- respond appropriately to infringement or misuse.

8. Compliance

Individuals and organizations using Society identity shall comply with this Policy, applicable authorization requirements, intellectual-property protections, branding standards, contractual obligations, and applicable law.

Suspected unauthorized, misleading, or infringing use shall be referred to the appropriate Society authority for review.

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OFFICIAL NAME, EMBLEM, SEAL, TRADEMARKS, AND BRAND IDENTITY

The Society may require correction, modification, discontinuation, removal, or other appropriate action when its identity is used improperly.

Where necessary, the Society may pursue appropriate legal or administrative measures to protect its institutional identity and intellectual property.

9. Exceptions

Exceptions to this Policy may be authorized only by the Board of Directors.

Exceptions shall be limited, justified, appropriately authorized, and documented when required.

No exception may authorize alteration of an identity element protected by the Constitution contrary to constitutional requirements or permit misleading use, unauthorized endorsement, or action inconsistent with applicable law.

10. Records and Documentation

The Secretariat shall maintain the authoritative institutional record of the Society's official identity and associated intellectual property.

Records should include, as applicable:

- authoritative versions of the emblem, seal, and logos;
- trademarks and service marks;
- registered slogans and other protected identifiers;
- registration and renewal documentation;
- branding and visual-identity standards;
- domain names and significant digital identifiers;
- licenses and permissions;
- significant external-use authorizations; and
- records concerning material infringement or enforcement actions.
- Superseded versions of significant institutional identity materials shall be preserved when appropriate to document the Society's institutional history.

Records shall be maintained in accordance with applicable records-management, document-retention, confidentiality, and intellectual-property requirements.

POLICY 28

OFFICIAL NAME, EMBLEM, SEAL, TRADEMARKS, AND BRAND IDENTITY

IV. INTEGRATION AND CONTINUITY

11. Related Documents

Related institutional documents include, as applicable:

- Constitution of the Global Newborn Society;
- Bylaws of the Global Newborn Society;
- Governance Handbook;
- Board Policy Manual;
- Intellectual Property and Use of Society Assets Policy;
- External Relations and Public Statements Policy;
- Sponsorships, Grants, and Corporate Relationships Policy;
- International Partnerships and Collaborations Policy;
- Publications and Scientific Integrity Policy;
- Data Privacy and Information Security Policy;
- Records Management Policy;
- Document Retention Policy;
- applicable trademark registrations;
- branding and visual-identity standards; and
- licenses, permissions, and other agreements governing use of Society identity.

12. References

Relevant external intellectual-property, trademark, nonprofit-governance, communications, digital-identity, legal, regulatory, and other authoritative sources may be considered when appropriate to implementation of this Policy.

Applicable trademark and intellectual-property requirements shall be considered in jurisdictions where the Society registers, protects, licenses, or materially uses its institutional identity. No external reference shall supersede the Constitution, Bylaws, applicable law, or other governing authority of the Global Newborn Society.

13. Review and Revision

This Policy shall be reviewed at least every five years, or earlier when changes in the Constitution, Bylaws, applicable law, trademark registrations, technology, branding practices, institutional activities, or other circumstances warrant reconsideration.

POLICY 28

OFFICIAL NAME, EMBLEM, SEAL, TRADEMARKS, AND BRAND IDENTITY

The Society should periodically review its trademark portfolio, domain names, digital identities, branding standards, and other significant institutional identifiers to ensure appropriate protection and continuing relevance.

Revisions shall be approved by the Board of Directors in accordance with the governing documents and policies of the Society.

The Secretariat shall preserve the authoritative current version and institutional history of this Policy.

EPILOGUE

The name, emblem, seal, trademarks, and visual identity of the Global Newborn Society are more than instruments of recognition; they are enduring expressions of its mission, heritage, and institutional identity.

Through consistent use, responsible stewardship, and appropriate legal protection, the Society shall preserve the integrity of these symbols so that they remain recognizable expressions of its work and values across countries, cultures, and generations.

VERSION HISTORY

Version History shall provide the permanent chronological record of the adoption and subsequent substantive revisions of this Policy.

The Secretariat shall maintain the Version History as part of the authoritative institutional record.

POLICY 28

OFFICIAL NAME, EMBLEM, SEAL, TRADEMARKS, AND BRAND IDENTITY

DOCUMENT CONTROL

Policy Number	**Policy 28**
Policy Title	Official Name, Emblem, Seal, Trademarks, and Brand Identity
Policy Category	Institutional Governance
Responsible Authority	Board of Directors
Policy Owner	Founder President–Chief Executive Officer
Administrative Custodian	Secretariat
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Next Scheduled Review	August 2031
Review Cycle	Every five years, or sooner if required
Supersedes	None (Founding Policy)
Related Documents	Constitution; Bylaws; Governance Handbook; Policy 20 – Intellectual Property and Use of Society Assets; Policy 21 – Data Privacy and Information Security
Document Status	Active

VERSION HISTORY

Version	Date	Description	Approved By
1.0	August 1, 2026	Founding Policy	Board of Directors

PART VIII

Policy Governance and Institutional Continuity

Preserve Authority. Enable Evolution

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POLICY 29

POLICY DEVELOPMENT, REVIEW, AND AMENDMENT

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POLICY 29

POLICY DEVELOPMENT, REVIEW, AND AMENDMENT

INTRODUCTION

A coherent policy framework is essential to effective governance, institutional accountability, and continuity. Board policies translate the Constitution and Bylaws into enduring standards that guide the governance and administration of the Global Newborn Society.

This Policy establishes a consistent process for the development, adoption, interpretation, review, amendment, suspension, and retirement of Board policies while preserving the integrity and hierarchy of the Society's governing documents.

DOCUMENT CONTROL

Document Control establishes the official administrative identity and current status of this Policy and shall be maintained in accordance with the standardized Document Control requirements of the Policy Manual.

STANDARDIZED POLICY ARCHITECTURE

I. FOUNDATION

1. Purpose

This Policy establishes the principles and procedures governing the development, adoption, interpretation, implementation, periodic review, amendment, suspension, and retirement of Board policies of the Global Newborn Society.

It promotes consistency, transparency, accountability, institutional continuity, and continuous improvement throughout the Society's policy framework.

2. Scope

This Policy applies to the Board of Directors; Board Chair; Founder President–Chief Executive Officer or successor; Officers; Board committees; Secretariat; and other individuals or bodies authorized to participate in the development, administration, interpretation, review, or amendment of Board policies.

It applies to all policies contained within the Board Policy Manual.

POLICY 29

POLICY DEVELOPMENT, REVIEW, AND AMENDMENT

3. Policy Statement

The Board of Directors shall maintain a comprehensive, coherent, and current body of Board policies supporting effective governance and advancement of the Society's mission.

Board policies shall be developed, adopted, implemented, interpreted, reviewed, amended, suspended, and retired through orderly and documented governance processes.

Every Board policy shall remain consistent with the Constitution and Bylaws and shall support the Society's Founding Philosophy, Enduring Principles, Constitutional Identity, and institutional responsibilities.

In the event of inconsistency, the Constitution shall prevail, followed by the Bylaws and then applicable Board policies.

This Policy is adopted by the Board of Directors pursuant to the Constitution and Bylaws of the Global Newborn Society.

4. Definitions

Board Policy — A formal policy adopted by the Board of Directors establishing institutional principles, requirements, responsibilities, standards, or procedures within the authority of the Board.

Policy Amendment — A substantive change to an existing Board policy approved by the Board of Directors.

Administrative Revision — A nonsubstantive correction or update that does not alter the meaning, requirements, responsibilities, or effect of a policy.

Policy Review — A formal evaluation of an existing policy to determine its continuing relevance, effectiveness, accuracy, and consistency with governing requirements.

Policy Suspension — Temporary cessation of the operation of all or part of a policy by authorized Board action.

POLICY 29

POLICY DEVELOPMENT, REVIEW, AND AMENDMENT

Policy Retirement — Formal withdrawal of a policy that is no longer required, applicable, or appropriate.

Version History — The permanent chronological record of the adoption and substantive revision of a policy.

II. PRINCIPLES AND ACCOUNTABILITY

5. Guiding Principles and Contextual Considerations

Policy governance shall be guided by the following principles:

Consistency — Board policies shall remain consistent with the Constitution, Bylaws, and other applicable governing authorities.

Accountability — The Board of Directors retains responsibility for the adoption and oversight of Board policies.

Transparency — Policy development, adoption, amendment, and retirement shall occur through appropriately documented governance processes.

Continuous Improvement — Policies shall be evaluated periodically to maintain their relevance and effectiveness.

Stability — Policies should provide enduring institutional guidance while permitting appropriate adaptation to changing circumstances.

Clarity — Policies shall be written and organized to facilitate consistent interpretation and implementation.

Stewardship — A coherent and well-maintained policy framework shall preserve institutional knowledge, continuity, and governance excellence.

Policy development and review should consider the international character of the Society and, where relevant, differences in law, regulation, institutional capacity, professional practice, resources, culture, and operating environments.

Such contextual considerations shall not authorize deviation from the Constitution, Bylaws, applicable law, or fundamental institutional obligations of the Society.

POLICY 29

POLICY DEVELOPMENT, REVIEW, AND AMENDMENT

6. Roles and Responsibilities

The Board of Directors shall adopt, amend, suspend, and retire Board policies; ensure consistency among governing documents; periodically review the Board Policy Manual; and oversee continuing development of the Society's policy framework.

The Board Chair shall facilitate Board consideration of policy matters; encourage periodic governance review; ensure proposed policies and substantive revisions receive appropriate Board consideration; and support implementation of Board decisions concerning policy.

The Founder President–Chief Executive Officer or successor shall recommend new policies and revisions when appropriate; oversee implementation of Board-approved policies; identify policies requiring reconsideration because of organizational, legal, strategic, or operational developments; and support preparation of policy proposals.

Board committees may review, develop, or recommend policies within their delegated areas of responsibility but shall not independently adopt Board policies unless expressly authorized by the governing documents.

The Secretariat shall maintain the authoritative Board Policy Manual; administer policy numbering and version control; incorporate approved amendments; maintain review records; distribute current policies as authorized; and preserve superseded and retired policies as part of the Society's institutional archives.

POLICY 29

POLICY DEVELOPMENT, REVIEW, AND AMENDMENT

III. IMPLEMENTATION AND ASSURANCE

7. Procedures

Policy Development — New policies may be proposed by the Board of Directors, Board Chair, Founder President–Chief Executive Officer or successor, a Board committee, or another individual or body authorized by the Board. New policies should:

- address matters requiring institutional policy;
- remain within the authority of the Board;
- avoid unnecessary duplication of the Constitution, Bylaws, or existing policies;
- remain consistent with superior governing documents and applicable law;
- follow the standardized architecture of the Board Policy Manual;
- define responsibilities and requirements clearly; and
- support the Society's mission and institutional objectives.

Policy Review — Policies shall be reviewed at the interval specified in their Document Control record and may be reviewed earlier when circumstances warrant.

Review should consider changes in:

- the Constitution or Bylaws;
- applicable law or regulation;
- governance structure or responsibilities;
- organizational activities or strategic priorities;
- professional, ethical, scientific, or operational standards;
- institutional risks or experience; and
- other circumstances affecting policy relevance or effectiveness.

Policy Amendment — Substantive amendments shall require approval by the Board of Directors and shall be recorded in the Version History.

Nonsubstantive administrative revisions, including correction of typographical errors, formatting, cross-references, titles, or similar matters that do not alter policy meaning or effect, may be made administratively by the Secretariat with appropriate authorization and documentation.

POLICY 29

POLICY DEVELOPMENT, REVIEW, AND AMENDMENT

Interpretation — Questions involving significant or disputed interpretation of Board policy shall be referred to the Board of Directors.

Pending Board consideration, the Board Chair and Founder President–Chief Executive Officer or successor may provide interim administrative guidance when necessary, provided that such guidance does not amend the policy and remains consistent with the Constitution, Bylaws, and existing Board policies.

Policy Suspension — The Board may temporarily suspend all or part of a policy when circumstances warrant, provided that the suspension is consistent with the Constitution, Bylaws, and applicable law. The basis and duration of the suspension shall be documented.

Policy Retirement — The Board may retire policies that have become obsolete, redundant, unnecessary, or otherwise inappropriate. Retired policies shall be removed from the current Policy Manual but preserved within the Society's permanent governance archives.

8. Compliance

Board policies shall be implemented and administered in accordance with their provisions and the governing documents of the Society.

Failure to comply with an applicable Board policy shall be addressed in accordance with the Constitution, Bylaws, applicable Board policies, and applicable law.

Material inconsistencies, implementation concerns, or recurring difficulties identified during administration of a policy should be reported to the appropriate institutional authority and considered during policy review.

9. Exceptions

Exceptions to individual Board policies may be authorized only as provided within the applicable policy or by the Board of Directors when permitted by the governing documents.

No exception may authorize action inconsistent with the Constitution, Bylaws, applicable law, or fundamental institutional obligations of the Society.

Exceptions to this Policy may be approved only by the Board of Directors and shall be appropriately justified and documented.

POLICY 29

POLICY DEVELOPMENT, REVIEW, AND AMENDMENT

10. Records and Documentation

The Secretariat shall maintain the authoritative current version of every Board policy and preserve the institutional history of the Board Policy Manual.

Policy records shall include, as applicable:

- current approved policies;
- Document Control information;
- adoption and effective dates;
- Board approvals;
- substantive amendments;
- Version Histories;
- scheduled review dates;
- administrative revisions;
- suspended policies;
- retired and superseded versions; and
- other documentation necessary to preserve the policy record.

No superseded or retired policy shall be destroyed solely because it is no longer in effect.

IV. INTEGRATION AND CONTINUITY

11. Related Documents

Related institutional documents include, as applicable:

- Constitution of the Global Newborn Society;
- Bylaws of the Global Newborn Society;
- Governance Handbook;
- Board Policy Manual;
- Records Management Policy;
- Document Retention Policy;
- Ethics and Compliance Policy;
- Board resolutions relating to policy adoption or amendment; and
- applicable committee charters, procedures, forms, and administrative guidance.

POLICY 29

POLICY DEVELOPMENT, REVIEW, AND AMENDMENT

12. References

Relevant legal, regulatory, nonprofit-governance, professional, ethical, and other authoritative sources may be considered in the development and review of Board policies.

External standards should be evaluated according to their relevance to the Society's charitable status, international activities, governance structure, and institutional responsibilities.

No external reference shall supersede the Constitution, Bylaws, applicable law, or other governing authority of the Global Newborn Society.

13. Review and Revision

This Policy shall be reviewed at least every five years, or earlier when changes in the Constitution, Bylaws, applicable law, governance structure, organizational activities, recognized governance practices, or other circumstances warrant reconsideration.

Review shall assess the Policy's continuing relevance, effectiveness, consistency with superior governing documents, and alignment with the institutional needs and development of the Society.

The Board Policy Manual shall also undergo periodic coordinated review to identify inconsistencies, duplication, omissions, obsolete provisions, and opportunities to improve clarity, coherence, and effectiveness across the policy framework.

Proposed revisions shall be appropriately documented and approved by the Board of Directors. The Secretariat shall maintain the authoritative current version, preserve superseded versions and the institutional history of the Policy, and ensure that approved revisions are incorporated into the Board Policy Manual.

POLICY 29

POLICY DEVELOPMENT, REVIEW, AND AMENDMENT

EPILOGUE

A policy framework is effective when it remains coherent, authoritative, current, and capable of evolving with the institution it serves. Through disciplined policy development, periodic review, documented amendment, and preservation of institutional history, the Global Newborn Society shall maintain a governance framework that provides both institutional stability and appropriate adaptability.

Each policy forms part of an integrated system of governance derived from the Constitution, Bylaws, Founding Philosophy, and Enduring Principles of the Society. Changes should therefore strengthen not only individual policies but also the coherence and integrity of the Policy Manual as a whole.

Through this continuing process, the Society can incorporate institutional experience, respond to changing circumstances, and strengthen future governance while preserving the principles, authority, and institutional continuity from which its policies derive.

VERSION HISTORY

Version History shall appear at the conclusion of this Policy and provide the permanent chronological record of its adoption and subsequent substantive revisions.

The Secretariat shall maintain the Version History as part of the authoritative institutional record.

POLICY 29

POLICY DEVELOPMENT, REVIEW, AND AMENDMENT

DOCUMENT CONTROL

Policy Number	**Policy 29**
Policy Title	Policy Development, Review, and Amendment
Policy Category	Governance Administration
Responsible Authority	Board of Directors
Policy Owner	Board Chair
Administrative Custodian	Secretariat
Original Adoption	August 1, 2026
Most Recent Revision	—
Effective Date	August 1, 2026
Next Scheduled Review	August 2031
Review Cycle	Every five years, or sooner if required
Supersedes	None (Founding Policy)
Related Documents	Constitution; Bylaws; Governance Handbook; All Board Policies
Document Status	Active

VERSION HISTORY

Version	Date	Description	Approved By
1.0	August 1, 2026	Founding Policy	Board of Directors

POLICY 30

ADOPTION, IMPLEMENTATION, AND TRANSITIONAL PROVISIONS

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POLICY 30

ADOPTION, IMPLEMENTATION, AND TRANSITIONAL PROVISIONS

INTRODUCTION

The Board Policy Manual provides the enduring policy framework through which the Board of Directors implements the Constitution and Bylaws of the Global Newborn Society. Its adoption establishes a coherent system of governance policies designed to promote responsible leadership, accountability, institutional continuity, and effective stewardship.

This Policy governs the adoption, implementation, interpretation, transition, and continuing authority of the Board Policy Manual and establishes its relationship to the other governing and administrative documents of the Society.

A. DOCUMENT CONTROL

Document Control establishes the official administrative identity and current status of this Policy and shall be maintained in accordance with the standardized Document Control requirements of the Policy Manual.

STANDARDIZED POLICY ARCHITECTURE

I. FOUNDATION

1. Purpose

This Policy establishes the principles governing the adoption, implementation, interpretation, transitional application, and continuing authority of the Board Policy Manual of the Global Newborn Society.

It provides for the orderly implementation and continuing development of Board policies while preserving the integrity, continuity, and coherence of the Society's governance framework.

2. Scope

This Policy applies to the Board of Directors; Founder President–Chief Executive Officer or successor; Officers; Board committees; Secretariat; and all individuals or bodies responsible for implementing, interpreting, administering, or maintaining policies contained within the Board Policy Manual.

POLICY 30

ADOPTION, IMPLEMENTATION, AND TRANSITIONAL PROVISIONS

It applies to the Board Policy Manual as a whole and to its relationship with other governing and administrative documents of the Society.

3. Policy Statement

The Board Policy Manual constitutes the official collection of governance policies adopted by the Board of Directors to support implementation of the Constitution and Bylaws.

The Manual shall guide the governance and administration of the Society by establishing enduring principles and institutional standards promoting responsible leadership, accountability, continuity, and effective stewardship.

The Board Policy Manual shall remain a living governance document capable of evolving through future Board action while preserving the Society's mission, Founding Philosophy, Enduring Principles, and Constitutional Identity.

This Policy is adopted by the Board of Directors pursuant to the Constitution and Bylaws of the Global Newborn Society.

4. Definitions

Board Policy Manual — The official collection of policies adopted by the Board of Directors pursuant to its authority under the Constitution and Bylaws.

Governing Documents — The Constitution, Bylaws, Board Policy Manual, and other documents possessing governance authority as established by the Society.

Implementation — The processes through which approved Board policies are placed into effect and incorporated into the governance and administration of the Society.

Transitional Provision — A provision governing the orderly transition from a previous governance arrangement, policy, procedure, or document to a newly adopted or revised framework.

Interpretive Resolution — A formal action of the Board clarifying the meaning or application of a governing policy without amending its substantive provisions.

POLICY 30

ADOPTION, IMPLEMENTATION, AND TRANSITIONAL PROVISIONS

II. PRINCIPLES AND ACCOUNTABILITY

5. Guiding Principles and Contextual Considerations

Implementation and continuing administration of the Board Policy Manual shall be guided by the following principles:

Authority — The Board Policy Manual derives its authority from the Constitution and Bylaws.

Consistency — Board policies shall remain consistent with superior governing documents.

Continuity — The Manual shall provide institutional stability while supporting the orderly development of the Society.

Adaptability — Policies may evolve as the Society develops, provided that they remain faithful to its mission and constitutional framework.

Accountability — Implementation of Board policies shall promote responsible governance and institutional stewardship.

Coherence — Policies and subordinate institutional documents should operate as an integrated governance framework.

Legacy — The Board Policy Manual shall preserve sound governance principles and institutional memory for successive generations of Society leadership.

Implementation should recognize the international and evolving character of the Society while maintaining consistency with its governing documents, applicable law, and fundamental institutional obligations.

6. Roles and Responsibilities

The Board of Directors shall adopt and maintain the Board Policy Manual; exercise ultimate authority over its interpretation and amendment; ensure its consistency with the Constitution and Bylaws; and oversee its continuing development.

The Board Chair shall facilitate Board consideration of matters concerning implementation and interpretation of the Manual and support orderly application of Board policies.

POLICY 30

ADOPTION, IMPLEMENTATION, AND TRANSITIONAL PROVISIONS

The Founder President–Chief Executive Officer or successor shall support implementation of the Manual; promote awareness and consistent application of Board policies; and identify matters requiring Board interpretation or policy development.

The Secretariat shall maintain the authoritative current version of the Manual; incorporate approved revisions; maintain version control; distribute current policies as authorized; and preserve prior editions and superseded policies as permanent institutional records.

Board committees, Officers, and other individuals acting under Society authority shall implement applicable policies within their delegated responsibilities and refer significant questions of interpretation or authority through the appropriate governance channels.

III. IMPLEMENTATION AND ASSURANCE

7. Procedures

Adoption — The Board Policy Manual shall become the official policy framework of the Society upon adoption by resolution of the Board of Directors on the date specified by the Board.

Implementation — Following adoption, the Founder President–Chief Executive Officer or successor and the Secretariat shall support implementation of the Manual through appropriate communication, governance education, administrative coordination, version control, and maintenance of authoritative records.

Transitional Application — Upon adoption of the Manual:

- previously adopted Board policies inconsistent with the Manual shall be superseded unless expressly preserved by Board resolution;
- existing procedures shall remain effective to the extent that they are consistent with the Manual;
- future policy amendments shall be incorporated in accordance with Policy 29 – Policy Development, Review, and Amendment; and
- references to Board policies within Society documents shall refer to the current approved version unless otherwise expressly stated.

POLICY 30

ADOPTION, IMPLEMENTATION, AND TRANSITIONAL PROVISIONS

Interpretation — Questions involving significant interpretation of the Board Policy Manual shall be determined by the Board of Directors.

The Board may adopt interpretive resolutions when necessary to clarify the meaning or application of individual policies. Interpretive resolutions shall not be used to amend a policy without following the procedures required for policy amendment.

Continuing Authority — Nothing in the Board Policy Manual shall limit the authority of the Board of Directors to adopt additional policies, amend or suspend existing policies, or retire policies in accordance with the Constitution and Bylaws.

8. Compliance

Individuals and bodies subject to the Board Policy Manual shall comply with policies applicable to their responsibilities and authority.

Failure to comply with the Manual shall be addressed in accordance with the Constitution, Bylaws, applicable Board policies, and applicable law.

Questions concerning inconsistent requirements or uncertainty regarding governing authority shall be referred to the appropriate institutional authority for resolution.

9. Exceptions

Exceptions to this Policy may be approved only by the Board of Directors and shall be consistent with the Constitution, Bylaws, applicable law, and the Society's governance framework.

No exception may alter the established hierarchy of governing authority or authorize action inconsistent with a superior governing document.

10. Records and Documentation

The Secretariat shall maintain the authoritative Board Policy Manual and preserve documentation relating to its adoption, implementation, amendment, interpretation, and institutional history.

POLICY 30

ADOPTION, IMPLEMENTATION, AND TRANSITIONAL PROVISIONS

Records shall include, as applicable, Board resolutions adopting or amending the Manual; current and prior editions; Version Histories; interpretive resolutions; superseded and retired policies; and other records necessary to preserve the continuity and authenticity of the Manual.

Historical versions shall be retained as part of the permanent governance archives of the Society.

IV. INTEGRATION AND CONTINUITY

11. Related Documents

The Board Policy Manual shall operate within the following hierarchy of institutional authority:

Constitution
Bylaws
Board Policy Manual
Governance Handbook
Administrative manuals, procedures, guidelines, and other subordinate institutional documents

The Constitution shall remain the supreme governing document of the Global Newborn Society.

The Bylaws shall govern organizational structure, governance procedures, and matters delegated by the Constitution.

The Board Policy Manual shall establish governance policies supporting implementation of the Constitution and Bylaws.

The Governance Handbook and administrative documents shall provide subordinate governance, operational, or procedural guidance and shall remain consistent with superior governing documents.

In the event of inconsistency, the document possessing superior authority within this hierarchy shall prevail.

POLICY 30

ADOPTION, IMPLEMENTATION, AND TRANSITIONAL PROVISIONS

12. References

Relevant legal, regulatory, nonprofit-governance, professional, and other authoritative standards may inform implementation and continuing development of the Board Policy Manual.

External authorities shall be considered in light of the Society's charitable status, international activities, governance structure, and applicable legal obligations.

No external reference or subordinate institutional document shall supersede the Constitution, Bylaws, or other governing authority of the Society.

13. Review and Revision

This Policy shall be reviewed at least every five years, or earlier when changes in the Constitution, Bylaws, applicable law, governance structure, organizational activities, or other circumstances warrant reconsideration.

The continuing operation of the Board Policy Manual should be evaluated periodically to ensure that its policies remain coherent, current, effective, and appropriate to the evolving needs of the Society.

Revisions shall be approved by the Board of Directors in accordance with Policy 29 – Policy Development, Review, and Amendment.

The Secretariat shall preserve the authoritative current version and institutional history of this Policy.

EPILOGUE

The adoption of the Board Policy Manual represents more than the establishment of a collection of policies. It creates an enduring governance framework through which the principles of the Constitution and Bylaws may be translated into consistent institutional practice.

The Manual is intended to provide both continuity and adaptability: continuity in preserving the Society's mission, Founding Philosophy, Enduring Principles, Constitutional Identity, and institutional memory; and adaptability in enabling future leaders to respond responsibly to new circumstances, opportunities, and obligations.

POLICY 30

ADOPTION, IMPLEMENTATION, AND TRANSITIONAL PROVISIONS

VERSION HISTORY

Version History shall appear at the conclusion of this Policy and shall provide the permanent chronological record of its adoption and subsequent substantive revisions.

The Secretariat shall maintain the Version History as part of the authoritative institutional record.

POLICY 30

ADOPTION, IMPLEMENTATION, AND TRANSITIONAL PROVISIONS

DOCUMENT CONTROL

Policy Number	Policy 30
Policy Title	Adoption, Implementation, and Transitional Provisions
Policy Category	Governance Administration
Responsible Authority	Board of Directors
Policy Owner	Board Chair
Administrative Custodian	Secretariat
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Most Recent Revision	—
Effective Date	August 1, 2026
Next Scheduled Review	August 2031
Review Cycle	Every five years, or sooner if required
Supersedes	Prior Board policies as specified by Board resolution
Related Documents	Constitution; Bylaws; Governance Handbook; Policy 29 – Policy Development, Review, and Amendment
Document Status	Active

VERSION HISTORY

Version	Date	Description	Approved By
1.0	August 1, 2026	Founding Policy	Board of Directors

PART IX

APPENDICES

Essential References. Enduring Guidance

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APPENDIX A

GOVERNANCE HIERARCHY

The governance of the Global Newborn Society is founded upon a structured hierarchy of governing documents, each deriving its authority from and interpreted consistently with higher governing authorities. In the event of any inconsistency, the following order of authority shall apply:

Constitution
Bylaws
Board Policy Manual
Governance Handbook
Administrative Manuals, Procedures, and Guidelines

Governance Document	Primary Purpose
Constitution	Supreme governing document establishing the Society's constitutional framework, Founding Philosophy, Constitutional Identity, mission, governance principles, and institutional authority.
Bylaws	Establish the organizational structure, membership, governance procedures, officers, Board operations, elections, committees, and other constitutional implementation provisions.
Board Policy Manual	Establishes enduring governance policies adopted by the Board of Directors to guide leadership, fiduciary oversight, organizational governance, and institutional stewardship.
Governance Handbook	Provides explanatory guidance, governance best practices, educational resources, and interpretive materials supporting implementation of the Constitution, Bylaws, and Board policies.
Administrative Manuals and Procedures	Describe operational procedures, workflows, standards, and implementation processes supporting the Society's day-to-day activities.

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APPENDIX B

DEFINITIONS

For purposes of the Board Policy Manual, the following terms shall have the meanings set forth below.

Board — The Board of Directors of the Global Newborn Society.

Board Chair — The Director elected to preside over meetings of the Board of Directors.

Board Policy Manual — The official collection of governance policies adopted by the Board of Directors.

Bylaws — The governing document implementing the Constitution through organizational procedures and governance structure.

Committee — A body established by the Board to assist in carrying out specific governance responsibilities.

Constitution — The supreme governing document of the Global Newborn Society.

Constitutional Identity — The enduring institutional character established by the Constitution, including the Society's mission, Founding Philosophy, values, and governing principles.

Director — An elected or appointed member of the Board of Directors.

Founder President–Chief Executive Officer — The chief executive officer responsible for implementation of Board policy and day-to-day leadership of the Society.

Founding Philosophy — The foundational principles upon which the Society was established.

Governance — The system through which the Society is directed, supervised, and held accountable.

Governance Handbook — A companion governance resource providing explanatory guidance and governance best practices.

APPENDIX B (*continued*)

DEFINITIONS

Member — An individual or organization holding membership in accordance with the Constitution and the Bylaws.

Mission — The fundamental charitable purpose of the Society.

Officer — An individual holding an office established by the Constitution or Bylaws.

Secretariat — The administrative office responsible for supporting the governance and operations of the Society.

Society — The Global Newborn Society.

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APPENDIX C

ACRONYMS AND ABBREVIATIONS

Additional abbreviations may be adopted by the Board as necessary.

Abbreviation	Meaning
Board	Board of Directors
CEO	Chief Executive Officer
GNS	Global Newborn Society
MOU	Memorandum of Understanding
NGO	Non-Governmental Organization
Secretariat	Administrative office of the Society

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APPENDIX D

BOARD POLICY AMENDMENTS

This Appendix will provide a permanent historical record of future amendments to the Board Policy Manual, with each amendment recorded in successive rows in chronological order to preserve the institutional history and governance development of the Society.

Version	Date	Description	Approved By
Founding Edition (Version 1.0)	August 1, 2026	Initial adoption of the Board Policy Manual comprising Policies 1–30.	Board of Directors

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APPENDIX E

PLANNED GOVERNANCE AND ADMINISTRATIVE RESOURCES

The continuing development of the Global Newborn Society may include additional governance, financial, administrative, and institutional resources to support implementation of the Constitution, Bylaws, Board Policy Manual, and Governance Handbook.

The following resources are identified as **planned or potential future institutional documents**. Their inclusion in this Appendix does not indicate that they have been developed, adopted, or placed into effect. Any such document shall acquire institutional authority only upon approval by the appropriate authority and shall remain consistent with the Society's superior governing documents.

GOVERNANCE AND BOARD DEVELOPMENT

Governance Handbook
Board Orientation Manual
Board Evaluation Framework
Committee Governance Manual
Strategic Planning Framework
Enterprise Risk Management Framework

FINANCIAL GOVERNANCE

Financial Procedures Manual
Investment Policy Statement
Grants Administration Manual
Funding Acceptance and Sponsorship Guidelines

ORGANIZATIONAL ADMINISTRATION

Records Management Manual
Document Retention Schedule
Information Security and Privacy Manual
Volunteer and Advisory Services Manual
Crisis and Business Continuity Manual

APPENDIX E (*continued*)

PLANNED GOVERNANCE AND ADMINISTRATIVE RESOURCES

INSTITUTIONAL GOVERNANCE AND OPERATIONS

Partnership Framework Manual
Membership Manual
Awards and Honors Manual
Brand Identity Manual
Intellectual Property Guidelines
Communications and Media Handbook

CONGRESS AND SCIENTIFIC ACTIVITIES

Congress and Scientific Meetings Manual

PUBLICATIONS AND EDITORIAL GOVERNANCE

Editorial Policies Manual
Publication Ethics Guidelines

Development of these resources may occur progressively in response to the Society's growth, governance needs, activities, resources, and applicable legal or professional requirements. Once adopted, each resource shall be maintained, reviewed, and revised under the authority and procedures applicable to that document.

This Appendix may be updated as the Society's governance and administrative framework continues to develop.

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APPENDIX F

FOUNDING DECLARATION

The Board Policy Manual of the Global Newborn Society was adopted as the Founding Edition by the Board of Directors on August 1, 2026.

Together with the Constitution, the Bylaws, and the Governance Handbook, this Manual establishes the governance framework through which the Society shall pursue its mission of advancing newborn health throughout the world.

The Board of Directors recognizes that governance is both a responsibility and a continuing commitment. While future Boards may amend these policies as the Society evolves, they shall do so in a manner that preserves the Society's Founding Philosophy, Constitutional Identity, Enduring Principles, and commitment to scientific excellence, ethical leadership, responsible stewardship, and international collaboration.

May this Manual serve not only as a guide for governance but also as a lasting expression of the Society's dedication to every newborn infant, every family, and every healthcare professional committed to improving newborn health throughout the world.

Every Baby Counts®

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This index is organized alphabetically by letter. Page references correspond to the printed page numbers in the Policy Manual. Major concepts are indexed under their principal terms, with closely related terminology included to facilitate retrieval.

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The Global Newborn Society

The Global Newborn Society
is dedicated to advancing newborn health
through science, collaboration, and compassion.
Together, we build a world
where every baby is valued,
every life is protected,
and every future is brighter.

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