

# GLOBSEC Gender Equality Plan 2022-2025

## Our commitment

At GLOBSEC, we stand for equality, diversity, and inclusion, recognising them as fundamental values of our organisation. We believe that bringing together people with differences in cultural and ethnic backgrounds, beliefs, gender identities, and sexual orientations creates a rich working environment that includes different perspectives and lived experiences. Embedding inclusive research and communication practices are not just ‘the right thing to do’. Ensuring that workplace equality and diversity are respected has many benefits, including a better and safer working environment and improving the organisation’s capacity to attract and retain talent. But as an organisation that has a responsibility to create a more stable, prosperous, and sustainable world, we believe it is equally important to promote our commitment to equality and diversity not just within our offices but also throughout our external work.

It is GLOBSEC’s mission to influence the future by generating new ideas and solutions for a better and safer world. We believe we can change the world by conducting world-class research and putting together the right stakeholders at the right time for a free exchange of ideas. This commitment to equality and diversity stems from GLOBSEC’s goal to create a larger community in which everyone, regardless of age, gender, sexual orientation, race, or class, is respected and integrated. By upholding our values and creating an environment in which everyone feels free to transmit their perspective, we can improve our research and our open dialogue with our stakeholders, and therefore ensure that we come up with inclusive ideas and solutions.

With this mission in mind, we set out this Gender Plan, which will set the roadmap to ensure that we live up to our promise in the next three years. This Plan has been devised after a thorough analysis of the current situation and sets clear goals that pursue improvement in our organisation. It takes an intersectional approach, recognising the multiple ways women, men and non-binary people can be subject to discrimination. We consider how gender intersects with and is impacted by other systems of power and their relation to characteristics such as ethnicity, race, age, social class, religion, disability and sexual orientation. While the principal focus of this Plan is to consider gender inequality, we recognise that understanding gender in isolation from other systems of power will yield incomplete and ineffective results.

## Roadmap

The Gender Plan will be implemented between July 2022 and July 2025, and it will follow the phases detailed below:

### Audit and analysis:

During the months of June and July 2022, data collection was carried out to establish the main issues the organisation faced regarding equality and diversity. A survey was sent to all staff and decision-makers. The results were analysed, together with the existing statistics on diversity, to design a specific Plan that would meet the organisation’s needs. In addition, the main policies at the European and National levels were considered before designing the Plan, as well as GLOBSEC’s policies on issues that directly or indirectly affect women’s situation in the workplace.

### Design

The Gender Plan was designed throughout the months of August and September 2022. It was created around seven goals, all of which have specific actions to be implemented until August 2025. Each action is followed by specific indicators, which will be key for the monitoring and evaluation phases. In addition, each action will be the responsibility of a specific GLOBSEC department, detailed in the Plan.

### Implementation

The implementation period will last from November 2022 to November 2024. During these two years, it is GLOBSEC’s goal to carry out the activities detailed in the Plan.

### Monitor and evaluation

Finally, from December 2024 to March 2025, an evaluation of the Plan will be carried out. This phase aims to evaluate whether the Plan was carried out in its entirety and identify its main strengths and shortcomings. This will be instrumental in designing the Gender Plan that will be developed in the future. The final internal report will be produced by July 2025.

# Gender Equality Plan

## Goals

### 1. Communication and training

In order to be able to make inclusive decisions, it is of utmost importance for the staff and management to be aware of possible issues caused by unconscious bias. To increase awareness, prevent discrimination, and to better understand the need for diversity and equality, the staff and management will:

- ▶ Participate in training courses on diversity and inclusion, gender equality, and unconscious biases;
- ▶ Develop an inclusive communication plan;
- ▶ Ensure the external communication of the organisation is inclusive and gender-sensitive;
- ▶ Publish and promote its Gender Plan.

### 2. Work-life balance and organisational culture

The difficulty to balance personal time with work is one of the main issues, and as such, this is one of the main goals of the organisation. To improve the situation, GLOBSEC will:

- ▶ Provide support for the reintegration of staff after career breaks;
- ▶ Continue to improve the management of workload to ensure better work-life balance, including exploring different work flexibility models and providing advice on work-life balance;
- ▶ Organise more team-building or stress-relief activities.

### 3. Gender balance in leadership and decision-making

It is GLOBSEC's goal to reach the greatest possible gender balance among the members of the decision-making bodies, these being the Executive Committee, the Board of Directors, and the International Advisory Council. To ensure this, we will:

- ▶ Consciously pay more attention to gender representation when inviting new members to decision-making bodies;
- ▶ Prefer a candidate of the underrepresented gender if the candidates are of equal standing;
- ▶ Participate in an inclusive leadership training program.

### 4. Gender equality in recruitment and career progression

It is GLOBSEC's goal to ensure equality in recruiting new members and providing equal opportunities for them to progress in their careers. In this regard, GLOBSEC will:

- ▶ Ensure that recruitment calls are written in inclusive language;
- ▶ Organise training/leadership programmes for underrepresented groups and minorities;
- ▶ Conscientiously pay attention to gender balance when promoting members of staff.

### 5. Integration of the gender dimension into research and events content

Reflecting on the role of the possible differences related to sex, gender, race, disabilities, etc., makes sense whenever the objects of the research or the events are people, and the results impact their lives. Including a gender perspective: (1) increases the quality and relevance of the research and the validity of the results; (2) increases the quality and relevance of the events and the conclusions that stem from them; (3) increases the relevance of the research and events for different groups; (4) helps researchers and panellists question gender norms and stereotypes; and (5) increases the understanding of diverse needs, behaviours and attitudes. To ensure the gender dimension is integrated into research and events, we will:

- ▶ Participate in training courses on how to include the gender dimension in research design;
- ▶ Strive to have a representation of the underrepresented gender of at least 40% in events and panels.

## 6. Measures against gender-based violence, including sexual harassment

To provide a safe work environment for everyone and to ensure accountability for all inappropriate actions, GLOBSEC will:

- ▶ Develop a code of conduct that delimits appropriate behaviour;
- ▶ Develop an action plan on how to address instances of sexual abuse or harassment in the organisation that includes: (1) a safe reporting mechanism for victims; (2) a protocol on steps to follow; and (3) a description of the potential measures that will be taken to ensure accountability.
- ▶ Inform all individuals working for or at GLOBSEC about these protocols.

## 7. Monitoring and evaluation:

GLOBSEC will create an internal Gender and Inclusion Taskforce, based on the already existing Diversity Team, as well as by appointing a diversity officer in each department, which will:

- ▶ Help to implement, monitor, and evaluate the Gender Plan;
- ▶ Provide support and tools to the actors implementing the goals of the Gender Plan;
- ▶ Raise awareness about issues related to gender equality, diversity, and inclusion;
- ▶ Assess the progress made regarding gender equality in GLOBSEC.

## Indicators and responsibilities

### Goal 1: Communication and Training

1. Participate in training courses on diversity and inclusion, gender equality, and unconscious biases.
  - a. Organise one training course per year. (Responsible: HR)
2. Participate in training courses on how to include the gender dimension in research design.
  - a. Organise one training course per year. (R: Research Team)
3. Develop an inclusive communication plan.
  - a. Draft Inclusive Communication Plan by 2025. (R: Comms)
4. Ensure the external communication of the organisation is inclusive and gender-sensitive.
  - a. Ensure the representation of diversity in illustrative materials. (R: Comms)
5. Publish and promote the Gender Plan.
  - a. Management endorses the Plan in 2022. (Management)
  - b. Publish the Plan on GLOBSEC's website in 2022. (Comms)
  - c. Write a post to announce its adoption in 2022. (Comms)
  - d. Communicate the Plan within the organisation in 2022. (HR)

### Goal 2: Work-life balance and organisational culture

1. Provide support for the reintegration of staff after career breaks. (HR)
  - a. One-on-one meetings with returning members of the organisation to offer updated information and support (HR and manager)
2. Continue to improve the management of workload to ensure better work-life balance, including exploring different work flexibility models and providing advice on work-life balance.
  - a. Update current processes based on analysis of the use of flexible working arrangements. (HR and all departments)
  - b. Managers will have one-on-one meetings with each team member to identify needs and offer support (all departments).
3. Organise more team-building or stress-relief activities.
  - a. Two activities per year. (HR)

**Goal 3: Gender balance in leadership and decision-making**

1. Consciously pay more attention to gender representation when inviting new members to decision-making bodies.
  - a. A list of shortlisted candidates must include both genders. (President's office)
2. Prefer a candidate of the underrepresented gender if the candidates are of equal standing.
  - a. Do not start the interview process if there are only candidates of one gender. (HR)

**Goal 4: Gender equality in recruitment and career progression**

1. Ensure that recruitment calls are written in inclusive language.
  - a. Create a carefully-worded template (HR)
2. Conscientiously pay attention to gender balance when promoting members of staff. (HR)
  - a. Keep data on record (HR)

**Goal 5: Integration of the gender dimension into research and events content**

1. Participate in training courses on how to include the gender dimension in research design.
  - a. Organise one training per year for all researchers (Research Team).
2. Strive to have a representation of the underrepresented gender of at least 40% in all events and panels.
  - a. Retrieve statistics after all events (SF).

**Goal 6: Measures against gender-based violence, including sexual harassment**

1. Develop a code of conduct that delimits appropriate behaviour.
  - a. Develop one code of conduct. (HR)
2. Develop an action and support plan on how to address instances of sexual abuse or harassment in the organisation that includes: (1) a safe reporting mechanism for victims; (2) a protocol of steps to follow; and (3) a description of the potential measures that will be taken to ensure accountability.
  - a. Develop one action plan (HR).
3. Inform all individuals working for or in GLOBSEC about these protocols.
  - a. Protocols included in the welcome package for new hires (HR).
  - b. Protocols accessible through Sharepoint (HR).

**Goal 7: Monitoring and evaluation**

1. Implement, monitor, and evaluate the Gender Plan.
  - a. One annual Monitoring and Evaluation meeting (Gender Team).
2. Provide support and tools to the actors implementing the goals of the Gender Plan.
  - a. Funds available for training (HR and Financial Office).
3. Raise awareness about issues related to gender equality, diversity, and inclusion.
  - a. Discuss the topic at the staff "common breakfast."
4. Assess the progress made regarding gender equality in GLOBSEC.
  - a. One survey every year (Gender Team).
  - b. Yearly data collection (Gender Team and HR).
  - c. One progress report every year (Gender Team).

## Sources

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