

# GENDER EQUALITY PLAN 2022-2025

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# 1. Introduction

Re-Imagine Europa's Gender Equality Plan (GEP) is a policy document outlining how the organisation aims to implement actions and projects to reduce gender inequalities and to enhance diversity over the next three years.

Re-Imagine Europa (RIE) is a nonpartisan think-tank, founded by President Valéry Giscard d'Estaing as the first "incubator" for new political ideas. By aiming to develop and promote a shared vision for Europe that pragmatically responds to fears and hopes of today, we aim to give the project of 'Europa' back to its citizens to create an understanding for the need of a stronger Europe adapted to the 21st century. Working with multiple stakeholders, such as civil society organisations, national governments, as well as the European Institutions.

Re-Imagine Europa (RIE) is committed to ensuring the promotion and incorporation of a culture of diversity and inclusion based on respect for human beings and equality of opportunity. This culture is central to our organisation's identity and management of our employees, committees, and activities.

The planning and design actions in this document intend, on the one hand, to give continuity and coherence to policies already being pursued by RIE and, on the other hand, explore goals and actions able to overcome the obstacles that still exist to gender equality and enhance diversity. The GEP will be implemented over three years (2022-2025), while, in future years, it will be necessary to align this document with the Strategic Plan, taking into due consideration the analysis of the progress made and the perspective of the staff and Board members.

The structure of the plan focusses on six areas of action:

1. Raise awareness of gender equality and unconscious bias;
2. Improve work-life balance and change practices;
3. Improve gender balance in governing roles;
4. Work towards gender equality in recruitment and career progression;
5. Promote and support the inclusion of a gender dimension in research and innovation;
6. Tackle abusive behaviour of a sexist and sexual nature.

The specifications are structured by area and set out the objectives, actions, responsibilities, human and financial resources necessary to implement the plan, performance indicators and targets, the time schedule for implementing the actions and how the latter relate to the United Nations Sustainable Development Goal (SDG) Agenda 2030.

## 2. Roadmap of the RIE GEP 2022-2025

Content-wise, recommended areas to be covered and addressed via concrete measures and targets include the following:

- 1) Raise awareness of gender equality and unconscious bias
- 2) Improve work-life balance and change practices
- 3) Improve gender balance in governing roles
- 4) Work towards gender equality in recruitment and career progression
- 5) Promote and support the inclusion of a gender dimension in research and innovation
- 6) Tackle abusive behaviour of a sexist and sexual nature

### **AREA 1 - Raise awareness of gender equality and unconscious bias**

**Objective 1:** Raise awareness of gender equality and unconscious bias within the organization

|                       |   |
|-----------------------|---|
| <b>Action</b>         | <p>Organise compulsory training on "unconscious bias" for Brussels office staff and within the organization delivered by experts in this area</p> <p>Communicate about the GEP to all staff</p> <p>Host a "Diversity Week"- an annual initiative - which will promote knowledge sharing and train the team on diversity, equity, and inclusion.</p> <p>Organise a participative and interactive workshop session as part of the RIE Annual Meeting 2023</p> |
| <b>Responsibility</b> | <p>Chief Executive<br/>Office Manager<br/>Communication Manager</p>   |
| <b>Execution</b>      | <p>Allocate a budget for trainings and the organisation of the "Diversity Week"</p> <p>Provide a copy of the GEP to newly recruited staff</p>   |
| <b>Timeframe</b>      | <p>From September 2022 - to June 2023</p>   |

**AREA 1 - Raise awareness of gender equality and unconscious bias**

**Objective 1:** Raise awareness of gender equality and unconscious bias within the organization

|                   |   |
|-------------------|---|
| <b>Indicators</b> | <p>Budget allocated</p> <p>Attendance and feedback</p> <p>Number of staff members who have received a copy of the RIE GEP</p> |
|-------------------|---|

**Objective 2:** Internal and external communication on gender equality and unconscious bias

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|-----------------------|---|
| <b>Action</b>         | <p>Create a dedicated webpage devoted to Equality, Diversity, and Inclusion.</p> <p>Monitor the representation of men and women in illustrative materials</p>             |
| <b>Responsibility</b> | Chief Executive<br>Communication Manager  |
| <b>Execution</b>      | Identify the employee who will create the web page and be responsible for regularly updating it with new content  |
| <b>Timeframe</b>      | From July 2022 to 2025  |
| <b>Indicators</b>     | <p>Tracking of visits and users of the webpage devoted to Equality, Diversity, and Inclusion</p> <p>List of revised documents/illustrative material and revision date</p> |

**Objective 3:** Improve gender balance at events

|                       |   |
|-----------------------|---|
| <b>Action</b>         | Track gender balance at events organised by RIE   |
| <b>Responsibility</b> | Chief Executive<br>Communication Manager<br>Projects Office   |
| <b>Execution</b>      | Monitor gender balance both for speakers and participants in yearly events by tracking participant breakdown by gender and by role          |
| <b>Timeframe</b>      | From September 2022   |
| <b>Indicators</b>     | Key metrics:<br>Percentage of male and female speakers<br>Percentage of male and female participants<br>Percentage of gender balance panels |

**Objective 4:** Diversity in the workplace - become recognised as an “employer of choice for Gender Equality”

|                       |  |
|-----------------------|--|
| <b>Action</b>         | Start the process of being recognised under Actiris (Brussels Regional Employment Office) “Diversity Label” and develop the project within their framework |
| <b>Responsibility</b> | Chief Executive<br>Office Manager  |
| <b>Execution</b>      | Project development with the support of Actiris  |
| <b>Timeframe</b>      | From 2023 to 2025  |
| <b>Indicators</b>     | Number of Actiris recommendations implemented  |

## AREA 2 – Improve work-life balance and change practices

**Objective 1:** Promote work/life balance as a better approach to work

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|-----------------------|--|
| <b>Action</b>         | Clarify the options and entitlements of employees in the case of flexible work arrangements<br><br>Schedule meetings and seminars at times enabling a good work-life balance (9:00 am to 5.30 pm), and inform employees of their right to disconnect |
| <b>Responsibility</b> | Chief Executive<br>Office Manager<br>Project Officer   |
| <b>Execution</b>      | Update of RIE working rules  |
| <b>Timeframe</b>      | From September 2022  |
| <b>Indicators</b>     | Update of RIE working rules<br>Number of staff members working from home   |

**Objective 2:** Grant of an extra month and a half of parental leave offered by RIE to all new parents

|                       |  |
|-----------------------|--|
| <b>Action</b>         | Create an information document on the labour-law entitlements and duties before, during and after a parental/maternity leave, including a system of communication during that period<br><br>Adjust working hours for breastfeeding mothers |
| <b>Responsibility</b> | Office Manager   |
| <b>Execution</b>      | Temporary replacement of the pregnant, postpartum employee who is employed on a permanent basis  |
| <b>Timeframe</b>      | From June 2022 to September 2022   |
| <b>Indicators</b>     | Create an information document on parenthood   |

**Objective 3:** Ensure parental policies do not discourage a particular gender from taking up parental leave

|                       |  |
|-----------------------|--|
| <b>Action</b>         | Encourage parental leave for fathers                         |
| <b>Responsibility</b> | Office Manager   |
| <b>Execution</b>      | Temporary replacement of the male employee in parental leave |
| <b>Timeframe</b>      | From June 2022 to September 2022                             |
| <b>Indicators</b>     | Standard procedure for parental leave                        |

### **AREA 3 – Improve Gender balance in governing roles**

**Objective 1:** Promote gender equality in the culture, processes, and practice

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|-----------------------|--|
| <b>Action</b>         | <p>Promote a corporate culture aimed at promoting diversity and inclusion</p> <p>Organize compulsory training for all leadership addressing gender biases in decision-making delivered by experts</p> <p>Plan regular GEP follow-up meetings to ensure that key governance actors are held accountable to the GEP.</p> <p>RIE will also continue its efforts to obtain a gender balance line-up of experts in its different Task Forces and Advisory board</p> |
| <b>Responsibility</b> | Chief Executive<br>Board of Directors  |
| <b>Execution</b>      | Allocate a budget<br>Meetings for GEPs implementation  |
| <b>Timeframe</b>      | From June 2022   |
| <b>Indicators</b>     | <p>Budget</p> <p>Attendance and feedback</p> <p>Minutes of the Steering Committee meetings</p> <p>Final reports on GEP implementation</p>  |

## AREA 4 – Work towards Gender equality in recruitment and career progression

### Objective 1: Strengthen equal opportunities

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|-----------------------|--|
| <b>Action</b>         | <p>Openly publish job with careful and unbiased language</p> <p>All job ads consist of a clear description of the job purpose, key responsibilities, desired qualifications, skills and knowledge, relevant experience that are needed to be able to fulfil the position</p> <p>Promote the under-represented gender among applications of similar merit and skills</p> <p>Ensure transparency and gender sensitivity in selection processes, especially in senior and decision-making roles</p> |
| <b>Responsibility</b> | Chief Executive<br>Office Manager  |
| <b>Execution</b>      | Recruitment policy on gender equality in recruitment processes   |
| <b>Timeframe</b>      | From June 2022   |
| <b>Indicators</b>     | <p>Recruitment policy on gender equality in recruitment processes</p> <p>Number of hired candidates who belong to the under-represented gender at the time of hiring</p>   |

### Objective 2: Strengthen gender equality in remuneration

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|-----------------------|---|
| <b>Action</b>         | Ensure equal pay for all genders (set budgeting for each position which will only be affected by experience and eligibility for the position) |
| <b>Responsibility</b> | Chief Executive<br>Office Manager   |
| <b>Execution</b>      | Analyse the salary gap between men and women holding posts of equal value, and later create mechanisms to diminish it                         |
| <b>Timeframe</b>      | From June 2022  |
| <b>Indicators</b>     | <p>Salary record document</p> <p>Salary gap by gender and posts of equal value</p>  |

## AREA 5 – Promote and support the inclusion of a gender dimension in research and innovation

**Objective 1:** Integrate the gender dimension into research

|                       |   |
|-----------------------|---|
| <b>Action</b>         | Creation of a community of practice to exchange experiences, develop knowledge and capacity building, know-how for gender equality<br><br>Promote gender balance in project management structures                       |
| <b>Responsibility</b> | Chief Executive<br>Board of Directors   |
| <b>Execution</b>      | Creation by June 2023 of a community of practice to exchange experience<br><br>Provide training sessions on incorporating sex/gender in research content. One training event/year<br><br>Allocate a budget for training |
| <b>Timeframe</b>      | From September 2022   |
| <b>Indicators</b>     | Budget<br><br>Attendance and feedback<br><br>Creation by June 2023 of a community of practice to exchange experiences   |

## AREA 6 – Tackle abusive behaviour of a sexist and sexual nature

**Objective 1:** Explain and disseminate principles laid down by Belgian law and applied within RIE

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|-----------------------|---|
| <b>Action</b>         | Commission a specialist organisation (Mensura) to run Brussels staff team training to ensure employees know that sexual harassment is unlawful and harmful, to raise awareness of what constitutes sexual harassment and what to do if directly subjected to harassment or a witness of harassment- as well as management responsibilities when a complaint is received |
| <b>Responsibility</b> | Chief Executive<br>Office Manager   |

## AREA 6 – Tackle abusive behaviour of a sexist and sexual nature

**Objective 1:** Explain and disseminate principles laid down by Belgian law and applied within RIE

|                   |  |
|-------------------|--|
| <b>Execution</b>  | Update RIE working rules on measures against gender-based violence including sexual harassment                 |
| <b>Timeframe</b>  | From September 2022  |
| <b>Indicators</b> | Selected person of reference<br><br>Communication to staff of persons of reference with their contacts details |

### 3. Evaluation of Progress

To evaluate the progress of the Re-Imagine Europa Gender Equality Plan a yearly evaluation will be performed and made available to the Board at General Assembly as well as to the Advisory Board during the Annual Meeting. This document will:

- a) Evaluate each action point for the selected period and give a brief overview of implementation and follow-up
- b) Present a comparative analysis of diversity and gender equality within the organisation, its committees, and activities
- c) Propose amendments or updates to the original plan