

Gender Equality Plan of the Kelso Institute Europe

1. Gender Equality Plan

This Gender equality plan (GEP) was created for the Kelso Institute Europe (KIE) at Berlin. This GEP will not replace the **Equality, diversity inclusion policy** of KIE but offer more detailed actions for realizing gender equality in the organization. The Gender equality plan was created by the joint efforts of president of the KIE and KIE team members.

2. Mandatory requirements for a GEP

- a) Be a public document: The GEP should be a formal document signed by the top management, and disseminated within the institution. It should demonstrate a commitment to gender equality, set clear goals and detailed actions and measures to achieve them.

To meet this obligation, we commit ourselves to publish this document online on our website.

- b) Have dedicated resources: Resources for the design, implementation, and monitoring of GEPs may include funding for specific positions such as Equality Officers as well as earmarked working time for academic, management and administrative staff.

We will designate a person within our team responsible for taking the duty of Equality Officer.

- c) Include arrangements for data collection and monitoring: GEPs must be evidence-based and founded on sex or gender-disaggregated baseline data collected across all staff categories. **This data should inform the GEP's objectives and targets, indicators, and ongoing evaluation of progress**

Collecting and storing relevant data will be a duty of the Equality Officer. Results will be stored in a dedicated file and annual reports shared publicly on our website.

- d) Be supported by training and capacity-building: Actions may include developing gender competence and tackling unconscious gender bias among staff, leaders and decision-makers, establishing working groups dedicated to specific topics, and raising awareness through workshops and communication activities

As a part of our strategic cooperation with European University Viadrina for the period 2022-2032, we comply with Viadrina's Gender Equity Plan. We will reserve dedicated time for team training on Gender Equality.

3. Selection of Challenges

The selection of challenges is based on the findings from the internal auditing and interviews of the KIE staff and advisory board. Although gender equality in Germany has been comparatively well achieved (rank the 11th in the world-by-World economic forum¹), there are still some disparities when considering the career development in research and innovation field between men and women. According to "She Figures 2021" report² there still is a huge under-representation of women in senior academic and decision-making positions.

Although Germany is advanced when it comes to gender equality and gender related challenges, the KIE is well aware of existing disproportions and sees the need to tackle them. The findings on the challenges in the KIE from the internal auditing were included in this GEP. The approach at the KIE is

¹ https://www3.weforum.org/docs/WEF_GGGR_2021.pdf

² <https://op.europa.eu/en/web/eu-law-and-publications/publication-detail/-/publication/67d5a207-4da1-11ec-91ac-01aa75ed71a1>

therefore to promote employment and professional development of under-represented gender in order to increase their participation in research area.

The decisions to select the identified **actions** were based on the **findings** from the internal auditing process. Those actions suitable for gender equality challenges were chosen and included in the GEP to promote women in the KIE as well as to achieve gender equality and balance in the KIE.

Since the KIE is a newly formed institution we take full responsibility in conscious planning and creating clear organization structure, where roles and division of tasks are tailored to the individual talents of our team members.

Identified Challenges Related to Gender Equality and Diversity:

- Challenge 1: Support gender-balanced recruiting and career planning

The recruitment process at the KIE is coordinated by the managing director of the organization. Legally, gender can be a reason for selection only when both female and male applicants are equally qualified and there is a clear disparity in a number of male and female representatives in an organization. One main option is to focus on advertising the open positions to ensure that reaching suitable candidates where both – women and men – will apply. Gender-balanced recruiting and career planning still needs to be supported.

We encourage and mentor our female employees to develop professionally and uptake new challenges and train new skills at work. We are planning to take actions into recognizing team member talents by **development meetings** at least **every 12 months** scheduled individually to create and execute **career development plans**. This action is taken to stimulate and direct the team members in further steps of their professional path. There will **be dedicated resources** in the team to assess and create development paths of employees' careers.

- Challenge 2: Endorse peer support among employees to ensure non-discrimination and gender equality. Effective knowledge sharing/management

Peer support from colleagues is helpful if someone has problems, troubles, or issues and feels that she/he needs professional support from the colleagues at the KIE. The open and supporting relation between colleagues, no matter whether male or female, helps to achieve the goal of gender equality and improve results in regard to work performance in general. There is a need of knowledge sharing in order to avoid situation where members of the team are excluded from information. Such situations may lead to advantage position of those members of the team who have exclusive access to information. It is important to divide tasks between employees based on their talents and individual skills and yet to provide them opportunity to gain better knowledge of overall tasks that they are not involved at. Inclusion creates opportunities to learn and develop in multiple directions; it encourages exchange, knowledge sharing and flexibility within the team and by that, it facilitates a learning work environment.

- Challenge 3: Assuring work-life balance and organizational culture (family friendly work organization; providing flexibility and the option of home office)

It is crucial for an effective and satisfying employment to make it possible to accord it with personal after-work life. Since the work is project based and employees are contracted as part-timers, tasks may accumulate in a short time span. It is important to ensure clear communication about team members availability for the volume of work and agree on the possibility of working remotely.

- Challenge 4: Gender balance in leadership and decision-making

An advantage of KIE is its small size which allows to keep the organization hierarchy flat and decisions to be transparent and open. The KIE will keep this as rule also in case of expanding to a larger size.

- Challenge 5: Integration of the gender dimension into research and teaching content.

The KIE has a strategic cooperation with European University Viadrina where the topics for teaching and research reflect these priorities. In previous years the KIE staff, the management and cooperating researchers included this matter both in teaching and in research, for example:

- Prof. Dr Jens Lowitzsch / Felicia van Tulder: “Energy transitions 3: Gender and energy – Opportunities and challenges for equal participation in the European energy transition”
- Felicia van Tulder: Brussels, Right to Energy Forum, “An inclusive design of the energy transition”

- Challenge 6: Taking measures against gender-based violence including sexual harassment.

We take the threat of gender-based violence seriously at the KIE and encourage employees to early flag problems while guaranteeing anonymity

4. Action plan to address the identified challenges

In the following table we summarize the challenges the KIE is facing and propose actions to help address these challenges with more details on the areas of intervention and goals of each action.

| | Challenges | Goals | Actions |
|----|--|--|---|
| 1. | Support gender-balanced recruiting and career planning | Support individual career plans. Attract female talents to organization. | Activity 1: Encourage both male and female researchers to develop in their career, development meetings every 12 months. Activity 2: Organise presentation about the KIE to enhance more female applications to the KIE. |
| 2. | Endorse peer support between employees to ensure non-discrimination and gender equality. Effective knowledge sharing. | Raising awareness about the importance of equality issues and strengthening positive attitudes towards diversity | Activity 1: Have a clear handover structured procedures, frequent knowledge sharing sessions and scheduled work shadowing for newcomers. Activity 2: KIE team participation in Gender Equality Awareness training in online Webinars. |
| 3. | Assuring work-life balance and organizational culture (family friendly work organization providing flexibility and the option of home office especially for single parents). | Raising awareness about the importance of equality issues and strengthening positive attitudes towards diversity | Activity 1: Filling in an internal holiday calendar sheet. Sharing team member Outlook calendars with marked (agreed with management) “availability working days”. Providing remote work if possible and requested by an employee. Activity 2: Organizing discussions about nondiscrimination, gender equality and emotional labor in order to educate team members about existing bias and stereotypes. |
| 4. | Gender balance in leadership and decision-making | Support communication about equality at work | Activity 1: Encourage open discussions with team members regarding important decision to be made by the organization. |
| 5. | Integration of the gender dimension into research and teaching content. | Widening, deepening and replenishing the view of every researched subject. | Activity 1: Capacity building with gender education organizations and include gender diversity aspect in the process of creating the framework for projects / EU proposals. A good example targeting this principal was the TRAJECT proposal |
| 6. | Taking measures against gender-based violence including sexual harassment. | Building trust for the organization | Activity 1: Set up an anonymous way to inform about such situations to the management or suitable institutions. |

5. Measurements of the progress

5.1. Challenge 1: Support individual career development

Activity 1: Encouraging both male and female researchers to develop in their career; development meetings every 12 months.

Support career-planning to avoid underrepresentation of women in senior faculty positions.

Recommendation: When applying for research funding, younger researchers should be taken into consideration to work as leaders of projects. This helps those junior team members, especially at the beginning of career, to get valuable experience. In addition, it also offers the possibilities for senior researchers to focus on their research, not spending so much effort on being a leader of several projects.

How to measure progress:

- Yearly evaluation of employees progress in given projects/tasks. Creating individual career plans – an individual career/life plan will be discussed between each employee and her/his supervisor in the yearly development discussions.
- The recruiting process – monitoring of incoming CVs and encouraging female talents to join organization. Creating job adverts emphasizing on female-friendly work environment and work life balance. Possible wording to include in each recruiting advert: “Flexible working hour, easily negotiable with other members of the team holiday calendar; Internal trainings and knowledge sharing work environment, inclusiveness.

Activity 2: Organizing presentation about KIE to enhance more women applicants to KIE.

We present the KIE as gender neutral working place to enhance more women applicants.

5.2 Challenge 2: Endorse peer support between employees to ensure non-discrimination and gender equality; effective knowledge sharing

Activity 1: Have a clear handover structured procedures, frequent knowledge sharing sessions and scheduled work shadowing for newcomers.

How to measure progress:

- **create an onboarding package** with a list of necessary accesses and materials to read about KIE before start of the work;
- individually scheduled onboarding with every team member with enlisted subject to be presented (reoccurring subjects assigned to job position and ongoing tasks).

Activity 2: KIE team participation in Gender Equality Awareness training online Webinar.

How to measure progress:

- To comply with GEP EU standards we will organize the gender equity training and document it.

5.3 Challenge 3: Assuring work-life balance and organizational culture (family friendly work organization providing flexibility and the option of home office especially for single parents)

Activity 1: Filling in internal holiday calendar sheet.

Sharing team member Outlook calendars with marked (agreed with management) “availability working days”. Providing remote work if possible and requested by an employee.

How to measure progress:

- monitoring shared Outlook calendars by all members of team and creating holiday spread sheet for employees.

Activity 2: Organizing the discussions about nondiscrimination, gender equality and emotional labor in order to educate team members about existing bias and stereotypes.

- we will organize (or participate as a team) workshops regarding this subject at least once a year.

5.4 Challenge 4: Gender balance in leadership and decision-making

Activity 1: Encouraging open discussion with team members regarding important decision to be made by the organization.

How to measure progress:

- minutes from team meetings are taken. The discussions include all members of the team where each voice is valued equally.

5.5 Challenge 5: Integration of the gender dimension into research and teaching content

Activity 1: Capacity building with gender education organization and including gender diversity aspect in process of creating the framework for the projects /EU proposals. A good example targeting this principal was the TRAJECT proposal.

How to measure progress:

- we make sure to include gender equity aspect when possible in our proposals. We document it and can provide content of each call for an EU audit.

5.6 Challenge 5: Taking measures against gender-based violence including sexual harassment

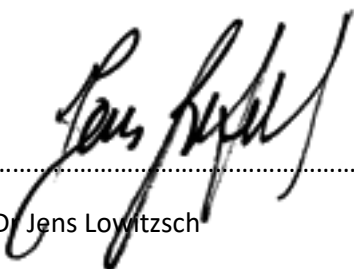
Activity 1: Creating an anonymous way to inform about such situation the superior or suitable institution.

How to measure progress:

- since we are small organization where it is difficult to keep anonymity, we create a list of institution in Germany that advice in situation of gender gender-based violence and keep it on display

Berlin, 1 June 2022

Date, place



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Dr. Jens Lowitzsch

Managing Director Kelso Institute Europe