

Gender Equality, Diversity and Inclusion in the EPC

Introduction: Who we are

The European Policy Centre (EPC) is an independent, not-for-profit think tank dedicated to fostering European integration through analysis and debate, supporting and challenging decision-makers at all levels to make informed decisions based on evidence and analysis, and providing a platform for engaging partners, stakeholders and citizens in EU policymaking and in the debate about the future of Europe.

As the EPC celebrates its 25th year, the organisation has made a commitment to achieving greater gender equality, diversity and inclusion (GEDI). The EPC believes that all forms of equality, diversity and inclusion are fundamental principles that should guide our everyday work. We aim to reflect these values in all our activities, including our research, publications and events. We are committed to providing a work environment in which all staff are treated equally regardless of gender identity,

age, disability, race, nationality, ethnicity, civil status, religious convictions and beliefs, sexual orientation, family composition as well as geographical location and socio-economic background.

This document outlines the EPC's goals and work plans to achieve improved GEDI across the organisation. It also underpins with the EPC's Human Resources Policy and Guide to Managing Consultants. Section 1 outlines the organisational aims. Section 2 provides a log frame with indicators, human resource commitments and timelines. This GEDI work plan is the result of internal discussions and outlines how we would like to improve gender equality and diversity in the EPC in the first instance. The second step will be to have this plan reviewed by an external expert to do a full GEDI analysis of the EPC and the steps outlined in the work plan in order to suggest improvements to help us achieve our goals.

Section 1: GEDI in the EPC

The degree to which activities within individual programmes meet targets depends greatly on the analysts recruited in the different teams. It is the goal of the EPC to have more gender equality and diversity throughout the organisation. In addition to making the EPC more representative of Europe, this will also help to promote more thought leadership on gender equality and diversity in our publications and events. Like many other organisations working on European policy, including the European institutions, we recognise that the EPC is not yet diverse, and still has some way to go before we achieve a good gender balance in all our activities. We hope that by improving this situation, we can also influence others to do the same and improve the accountability and inclusiveness of European policymaking in general.

GOVERNANCE

The EPC will seek to diversify the composition of its Governing Board, Strategic Council and Senior Advisers. Head of Programmes should be encouraged to make recommendations for potential Senior Advisers and Strategic Council members with a particular emphasis on creating a more diverse pool of expertise and backgrounds.

RESEARCH

The EPC believes that research quality benefits from various types of diversity, including work experience, gender, ethnicity, cultural backgrounds, as well as nationality. A more diverse team with different life experiences and better gender equality throughout the organisation will bring in more diversity in our thought leadership. The EPC endeavours to increase its diversity in recruitment at all levels and structures through the measures outline in Annex 1, and below.

Gender and diversity should be considered in all aspects of the research process itself. EPC analysts will be encouraged to include gender equality and diversity in their research; in the design of research – when conducting interviews, for instance – and through including considerations of GEDI in our publications. Beyond gender and social categories, factors including ethnicity and race, social class and wealth, culture, gender identity and sexual orientation (LGBTI+ issues) and disability should all be included.

The EPC will hold internal trainings (via its Lunch and Learn format) on how to include gender and diversity in research. This will be based on academic guidance that already exists and examples of good practice in the EPC and similar think tanks.

PUBLICATIONS & CONTENT

The EPC actively seeks to address the current gender imbalance in our publications output. As the team grows more diverse, we will continue to monitor gender balance and diversity in the authorship of our own publications.

Heads of Programmes will encourage all members of their teams to write and will seek to identify and counter the factors which contribute to the current situation where we have fewer publications from female analysts. For example, Heads of Programmes and Senior Policy Analysts will be actively encouraged to mentor female colleagues, who are often in more junior positions in their research and publications.

To further increase diversity both in terms of authorship and content of publications, the EPC will pursue collaborations with a diverse range of external authors taking into consideration inter alia gender, ethnicity, racial origins, culture, geographical diversity, as well as age/experience.

The EPC will explore the creation of a ‘diversity prize’ to be awarded to those who promote and encourage the wider representation of voices beyond Brussels. The prize will be defined in 2022 and may run from 2023.

EVENTS

EPC will continue to monitor the gender balance of all events. We will also monitor, in so far as this is possible other diversity indicators including:

- a. Geographical diversity
- b. Groups, for example civil society, trade unions, industry
- c. Political representation, where relevant
- d. Age/experience

All events and panels in the EPC are counted in the GEDI monitoring system. Therefore, all events should aim to have as diverse and gender balanced panel as possible.

For the purpose of monitoring, moderators and analyst chairs will be counted separately from speakers. While moderators play an essential role in any event, their role is different to that of the speaker. The gender and diversity of moderators (according to the above indicators) will also be monitored to ensure gender balance and diversity of moderation across all events.

Reports and experience show that women decline event invitations more often than men. When organising events, the EPC will be mindful of the barriers that

prevent those less represented from participating in events. These include:

- ▶ Women are still more likely to be primary caregivers, and are less likely to want to jump in to an event at the last minute.
- ▶ Experience shows that female experts are less likely to want to join a panel at short notice
- ▶ A smaller pool of experts in some specialities, such as economics, to draw on.

These factors point to different kinds of organisational structures needing to be in place in order to remove barriers to participation in EPC events. The EPC will, where possible, aim to have longer lead times on speaker invitations which benefit everyone, but women in particular. This will also enable analysts to have more time to identify speakers from diverse backgrounds in fields where this is more challenging, such as economics. Programmes will also be conscious of the timing of events and the barriers that can create. In addition, in some programme areas, the pool of expert women speakers is currently smaller.

The EPC will promote internal communication and sharing of expertise in the selection of speakers to ensure gender-balanced and diverse panels. Within the boundaries of GDPR, a centralised database of speakers invited to events will be created for internal use that can act as a valuable resource for the EPC's speaker pool and programme's networks.

GENDER EQUITY AND DIVERSITY IN THE EPC TEAM

The internal gender and diversity analysis will also include an assessment of how to make the EPC's recruitment processes more equal and encourage more diversity in the applications.

RECRUITMENT AND ADVANCEMENT

Actions will be taken to eliminate potential bias in the recruitment processes such as the use of blind applications and using a semi-structured interview process that ensures all candidates are asked similar questions while allowing for personalised lines of enquiry depending on the programme's requirements.

In order to increase diversity in the EPC team, we will aim to widen the recruitment net, establishing connections with universities that encourage researchers and students from diverse backgrounds. We will also encourage all EPC staff to share opportunities with their networks.

The gender and diversity analysis will critically review our selection procedures and make recommendations on how to ensure equal opportunities in the EPC recruitment process.

TRAINING

Our overall goal is to make sure that all EPC staff are more consciously aware about the benefits of gender equality and diversity in the organisation. Training is available for anyone engaged on and EPC contract without bias or discrimination.

Training on eliminating biases against anyone on the basis of gender, ethnicity, race, sexuality and other factors described above will be provided to everyone in the EPC team as well.

WELL-BEING

Developing a sense of organisational and individual well-being at work has been particularly challenging everywhere during the pandemic. As we move out of the most intense phases of the pandemic, the focus of EPC's well-being work will be on ensuring that flexible working remains a possibility while reconnecting the team and ensuring a safe space to address challenging or sensitive issues. The EPC's HR Policy and Guide to Managing Consultants outline in more detail the processes for formal complaints procedures and flexible working.

Section 2: GEDI workplan

Area	Goals	Indicators	Milestones	Actions	Responsibility	Deadline
All EPC	<ol style="list-style-type: none"> 1. Identify biases in EPC that prevent gender equality and greater diversity 2. Analyse this GEDI plan to see where improvements can be made 3. Operationalise the contents of this workplan 	<p>Identify an expert to carry this out Implement the audit</p> <p>Guide on GEDI in research, publications and events</p>	<p>GEDI analysis conducted with recommendations for tackling gender bias and barriers to diversity in the organisation</p>	EPC GEDI AUDIT	GEDI Team	June 2022
Governance	A more diverse Governing Board, General Assembly and Strategic Council	<p>Equal number of men and women nominated for positions in these bodies</p> <p>EPC governing bodies are more diverse</p>	<p>Gender balance in all EPC governance structures</p> <p>More diversity in all EPC governance structures</p>	EPC Governing Board nominate members from diverse backgrounds	EPC Governing Board	Ongoing
Research	EPC analysts consciously obtain their information from a more diverse range of sources.	<p>Training on how to include GEDI in research plans</p>	<p>Inclusion of GEDI factors in research and thought leadership becomes normalised</p>	<p>Lunch and Learn</p> <p>Training</p> <p>External Training</p>	Heads of Programmes	End of 2022
		<p>Specific questions about this in annual discussions with analysts</p> <p>GEDI included in all job descriptions</p>	<p>Consistent inclusion of GEDI in research becomes a step for consideration of a more responsible contract in the EPC</p>	<p>Include section on GEDI in annual discussions with consultants</p>	Heads of Programmes/COO	Annually starting in September 2022
Publications and content	EPC publications are authored by team members of all genders equally	<p>Number of publications by male, female, and non-binary authors in the EPC</p>	<p>Gender-balanced authorship list</p>	<p>Monitored by the Communications team</p>	Head of Communications	Ongoing
	EPC publications include more gender equality and diversity issues	<p>Number of publication titles that include discussions on how EU policies affect different people</p> <p>Policy recommendations that take into account gender and diversity</p>	<p>GEDI mainstreamed in to many EPC publications</p>	<p>Monitored by the Communications team</p>	Head of Communications	Start June 2022
	The EPC opens channels for people from diverse backgrounds to contribute to the EU policy debate	<p>EPC diversity prize explored</p>	<p>If successful, the prize will be run in 2023</p>	<p>GEDI meetings with Management Team to discuss how to take initiative forward</p>	GEDI and Management teams	October 2022

Area	Goals	Indicators	Milestones	Actions	Responsibility	Deadline
Events	EPC events are known for being gender-balanced and diverse	Number of male/female/non-binary speakers	Gender parity in the number of speakers each year	Monitored by Events team	Events Administrator	Start monitoring June 2022
		Number of male/female/non-binary moderators	Gender parity in the number of moderators each year	Monitored by Events team	Events Administrator	Start monitoring June 2022
		EPC speakers represent: a. Geographical diversity b. Groups represented c. Political representation d. Age/experience	A marked increase of speakers from diverse backgrounds in 2022	Monitored by Events team	Events Administrator	By mid-2023, the statistics show GEDI improvements in all events
Recruitment and advancement	Eliminate bias in recruitment process	Analyse EPC recruitment process	Recommendations to eliminate bias in recruitment process	EPC GEDI analysis by external expert		June 2022
		Request applications without photos	Position applications arrive without candidate photos	Take up the recommendations of the EPC GEDI analysis	COO/HRA/CFO	End 2022
		Research whether anonymised applications are effective	Decision on anonymised review of position applications		COO	In place
		Selection Panels (Management + Heads and SPAs) have GEDI knowledge	Use a semi-structured interview process	Training on unconscious and conscious bias and the need for harmonised interview techniques	COO/External expert	End of 2022
	Increase diversity of applications	GEDI analysis identifies barriers in recruitment to increasing diversity	Recommendations made to Management team	Management team agrees on a set of actions to remove recruitment barriers to GEDI in the EPC	COO/Management team	September 2022
		Adverts placed with international networks	Each position application has applications from diverse groups	Advertise our vacancies in diverse channels	COO/HRA/CFO	In place
		Connections with universities and thank tanks outside of Brussels established	More traineeship or fellowships with people from backgrounds that are under-represented in the EPC	Connect with universities and training programmes that actively encourage diversity	HRA/COO/EPC GEDI Group	April 2022 onwards
	Send all position advertisements to "All EPC" mailing list		Link to Connecting Europe programme to identify synergies Encourage current diverse staff employees to refer to their connections.	ALL EPC	In place	

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Training	All EPC team dedicated to improving GEDI across the organisation	GEDI analysis identifies training needs	EPC organises GEDI awareness events about different cultures and her/histories	Cultural events organised in-house	EPC GEDI Leads	Ongoing
		Cultural events hosted with the organisation		Identify GEDI training needs and set clear goals	COO + External training expert	June 2022
		Training provided based on advice in the GEDI analysis		Identify external expert to carry out training	COO + External training expert	By end of 2022
Well-being	Create a work environment that is comfortable for everyone	Colleagues feel connected within and across teams	Inclusion of this subject in annual discussions with staff result in positive responses	Increase social activities Maintain a pleasant office environment Explore the creation of an accessible platform where employees can easily access their benefits, well-being solutions, programming	COO/CFO	End 2022
		GEDI analysis identifies physical access needs	Discussion of recommendations in the EPC Management team	Disability entrance, gender-relevant office furniture... Depending on the recommendations of the GEDI analysis	COO/CFO	June 2022
		GEDI analysis identifies inclusivity indicators to act upon	GEDI audit with recommendations for improving inclusivity	E.g. create inclusive bathroom signage Provide non-binary categories when participants ask for gender (events, travel bookings etc)	COO identify what this means and develop	June 2022
	Create an environment where people can speak and act freely	All EPC team know about Safe Space Policy	Include processes for confidential reporting or discussing issues in inductions, the EPC's HR Policy and Guide to Managing Consultants	Include check question in annual discussion with consultants and annual review with employees Include a verbal description of Safe Space Process in all inductions	COO	Ongoing
		Ensure there is one room in the organisation where confidential meetings can take place	All EPC team are given copies of the Guide to Managing Consultants or the EPC HR Policy as appropriate	Events team	Ongoing	