

# 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 One outlines the organisational aims. Section Two 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 One: 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.

## 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, Head 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 endeavour to organise a “diversity prize” to promote and encourage the wider representation of voices beyond Brussels. Applicants from less well represented groups in European policy making will be invited to submit papers on a policy area covered by the EPC. The papers will be assessed by a selected team of EPC analysts and the prize will be awarded at the EPC Jubilee Conference in Brussels in 2022. If this Prize is successful, the EPC management will review to consider if it will be repeated in subsequent years.

## 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 for example. Programmes will also be conscious of the timing of events and the barriers that can create. In addition, in some Programme areas such as economics, 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 Two: GEDI work plan

AREA	GOALS	Indicators	Milestones	ACTIONS	Responsible	Deadlines
All EPC	1. Identify biases in EPC that prevent gender equality and greater diversity 2. Analyse this GEDI plan to see where improvements can be made	Identify an expert to carry this out Implement the audit	GEDI analysis conducted with recommendations for tackling gender bias and barriers to diversity in the organisation	EPC GEDI AUDIT	GEDI Team	June 2022
Governance	A more diverse Governing Board, General Assembly and Strategic Council	Equal number of men and women nominated for positions in these bodies.  EPC Governing bodies are more diverse.	Gender balance in all EPC governance structures  More diversity in all EPC governance structures	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.	Training on how to include GEDI in research plans	Inclusion of GEDI factors in research and thought leadership becomes normalised	Lunch and Learn  Training  External Training	Heads of Programmes	End of 2022
		Specific questions about this in annual discussions with analysts  GEDI included in all job descriptions	Consistent inclusion of GEDI in research becomes a step for consideration of a more responsible contract in the EPC	Include section on GEDI in annual discussions with consultants	Heads of Programmes/COO	Annually starting in September 2022
Publications and Content	EPC publications are authored by team members of all genders equally	Number of publications by male, female, and non-binary authors in the EPC	Gender balanced authorship list	Monitored by the Communications team	Communications manager	ongoing
	EPC Publications include more gender equality and diversity issues	Number of publication titles that include discussions on how EU policies affect different people  Policy recommendations that take into account gender and diversity	GEDI mainstreamed in to many EPC publications	Monitored by the Communications team	Communications manager	Start June 2022
	The EPC opens channels for people from diverse backgrounds to contribute to the EU policy debate	EPC Diversity Prize opened	Prize awarded to a researcher from outside of Brussels who is one or more of the following: Afro-European Asian-European Non-Caucasian Disabled Of disadvantaged background LGTBQ+	EPC Diversity in Thought Leadership Prize run in 2022	EPC Communications and Management Team	Prize to be given in October 2022

AREA	GOALS	Indicators	Milestones	ACTIONS	Responsible	Deadlines
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	Goal: 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 knowledge GEDI	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/MT	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

AREA	GOALS	Indicators	Milestones	ACTIONS	Responsible	Deadlines
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, wellbeing solutions, programing	COO/CFO	End 2022
		GEDI Analysis identifies physical access needs	Discussion of recommendations in the EPC Management Team	Disability entrance, gender relevant office furniture... depends 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	For Example: 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 members 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	