

2022 GENDER EQUALITY PLAN

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Foreword

GÉANT is the collaboration of European National Research and Education Networks (NRENs). Our mission is to empower research and education with an open, innovative, and trusted information ecosystem.

We understand the benefits that having a diverse, gender-balanced workplace can bring, including greater innovation and higher productivity. More importantly though, we know it's the right thing to do; women deserve to have the same opportunities as men and not feel disadvantaged because of their sex.

Women are currently under-represented within GÉANT, particularly in our engineering departments and our senior management team. This Gender Equality Plan is the first step in trying to improve the gender balance within GÉANT.

The GÉANT Executive Team fully endorse this Gender Equality Plan and pledge their commitment to our journey towards greater gender equality.

A handwritten signature in black ink, appearing to read "Erik Huizer". The signature is fluid and stylized, with a long horizontal stroke extending to the right.

Erik Huizer
CEO

1 Introduction

To have gender equality means to live in a world where your access to rights, responsibilities, or opportunities are not restricted by your gender. Despite some significant progress over the years, gender equality within Europe has not yet been achieved. The Horizon Europe requirement for organisations to create and implement a Gender Equality Plan is a step towards greater equality in the Research and Innovation environment.

The GÉANT Association (GÉANT) is a unique organisation, owned by its core membership of European National Research and Education Network (NREN) organisations. We act with and for our members to further research and education networking in Europe and worldwide. To create a truly inclusive work environment, we must consider what barriers exist to gender equality within our organisation and make changes to our activities, policies, and practices, in order to remove them. We must ensure that our workplace culture and ethos respects individual needs and personal circumstances and enables our employees to enjoy a healthy work-life balance. All employees, no matter what their role, should feel psychologically safe in the work environment. It is essential that our leadership team leads by example, showing their commitment to gender equality not just in words but in actions. We must also promote these values to the wider GÉANT community.

We are committed to improving gender equality within GÉANT and ensuring that gender does not limit opportunity within the organisation. This Gender Equality Plan (GEP) is the starting point for GÉANT. In creating the GEP, we have considered both the mandatory requirements, as defined by Horizon Europe, as well as the following recommended themes:

- Work-life balance and organisational culture
- Gender balance in leadership and decision making
- Gender equality in recruitment and career progression
- Measures against gender-based violence and sexual harassment

A summary of recommended actions for each theme is detailed at the end of each section and an action plan is available in Section 4.

1.1 Definitions and scope

In recent years there has been a change in how the term 'gender' is used within society. The concept of gender identity – someone's personal sense of their own gender – is now challenging the long-held convention that sex is binary and that it determines a person's gender. As views about gender identity continue to evolve, we need to adapt and consider gender equality not just in terms of 'male' and 'female', but also as non-binary and other gender identities. Like many organisations, GÉANT's employee gender data is currently limited to male / female. However, as part of the action plan supporting GÉANT's GEP, we will review how we collect gender data going forward, and how we can give consideration to those whose gender identity does not conform with their biological sex or sex assigned at birth.

For the reasons mentioned above, it should be noted that this GEP principally considers gender equality relating to those who identify as either male or female. However, we want GÉANT to be a safe and collaborative space for everyone, regardless of their sex or gender identity, and we believe the actions outlined in this plan will be beneficial for all.

1.2 Publication

This GEP has been approved by the GÉANT Executive Team and communicated within our organisation. It is published on <https://geant.org> and is publicly available. It will be reviewed and updated on an annual basis.

1.3 Dedicated Resources

The GEP will be implemented by the GÉANT Gender Equality Planning Committee, a diverse group formed from employees across the organisation with an interest in gender equality. The Committee will also review and update the GEP on an annual basis.

1.4 Data Collection and Monitoring

The HR department at GÉANT has access to all gender-disaggregated personnel data as well as data on recruitment and candidate applications. At least one HR Manager will work as part of the GEP committee to ensure that data can be collected and analysed, and relevant indicators published as part of the annual GEP review.

The data for this first GEP was collected on 17 June 2022. All employees who were employed on fixed term, permanent, full time and part time contracts as of that date were included.

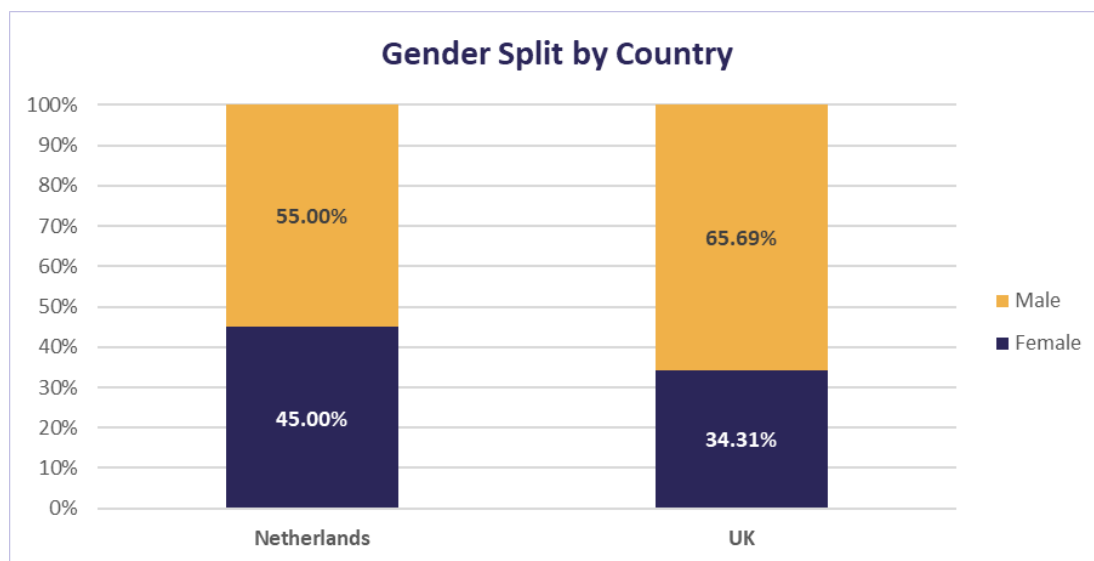
1.5 Training

Specific training requirements as identified in this plan will be managed by the GÉANT Learning & Development team in conjunction with the GEP committee.

2 Background

Although the male / female ratio in Europe is close to 50:50, one only has to look in a typical boardroom to realise that women are still marginalised within the workplace. Despite nearly five decades of activism, progress has been slow and true equality in the workplace remains a distant goal.

At GEÁNT, only 37% of our total workforce is female, with the Netherlands office more gender balanced than the UK:



The difference in gender balance between locations is partly due to the UK office having a higher proportion of technical roles than the Netherlands. This topic is discussed in further detail below.

Certainly, the value of organisations taking a proactive and strategic approach to inclusion and diversity is becoming ever more apparent. Addressing the question of diversity, including gender balance, within an organisation is not just important from an equality point of view, it can also help drive innovation [1]:

The fact is that if you want to build teams or organizations capable of innovating, you need diversity. Diversity enhances creativity. It encourages the search for novel information and perspectives, leading to better decision making and problem solving. Diversity can improve the bottom line of companies and lead to unfettered discoveries and breakthrough innovations. Even simply being exposed to diversity can change the way you think.

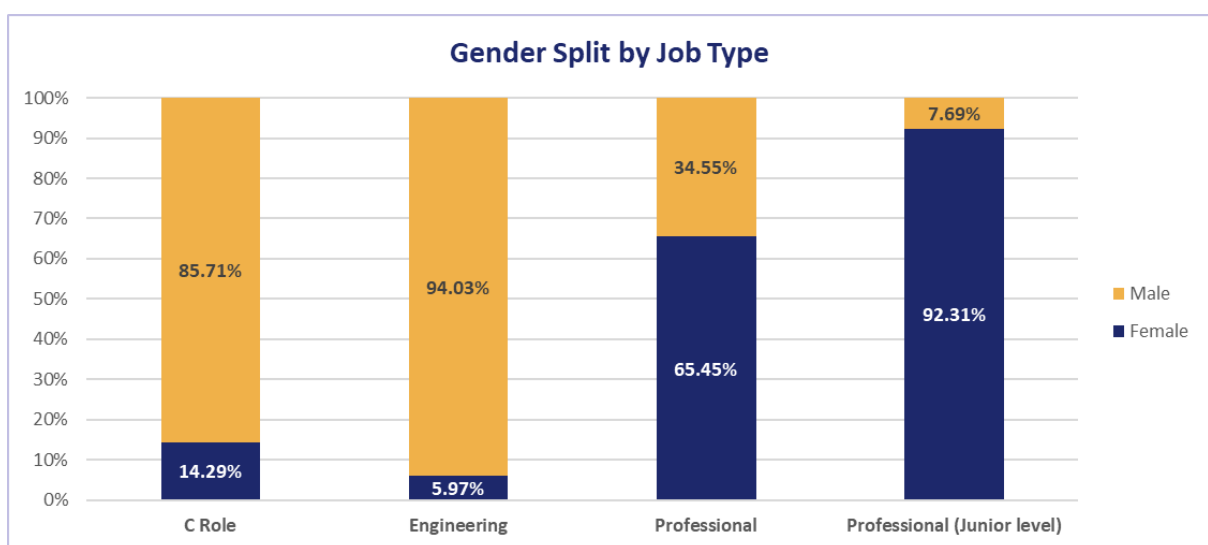
This is not just wishful thinking: It is the conclusion I draw from decades of research from organizational scientists, psychologists, sociologists, economists, and demographers.

Professor Katherine Phillips, Columbia Business School

This is backed up by research from the Boston Consulting Group, [2] which surveyed more than 1,700 organisations in eight different countries to answer the question “Does diversity drive innovation and performance?”. They discovered that businesses with above-average overall diversity had, on average, 9% higher EBIT margins and 19% higher innovation revenues. Up to 12.9% of innovation revenue could also be attributed to diversity-enabling practices, including fair hiring policies, participative leadership, top management support for diversity, and open communications. Although the success patterns differed across countries and cultures, the relationships between innovation and diversity remained strong in all geographies.

Achieving gender equality in an organisation with a high percentage of technical roles is challenging. While much work has been done over the years to increase the number of girls studying science, technology, engineering and mathematical (STEM) subjects, the number who then go on to pursue STEM careers is still significantly lower than men. For example, in the UK only 24% of the STEM workforce are women. Breaking this down further, only 16% of IT roles are filled by women, while for engineering roles the figure is even lower, at 10% [3].

At GÉANT, although the number of women in professional roles exceeds the number of men, the number of women in engineering roles (5.97%) is still much lower than the UK average (10%):



Note: ‘Engineering’ covers all technical roles, such as software development, network engineering, and IT. ‘Professional’ covers roles such as finance, HR, marketing, and partner relations, whilst ‘Junior Level’ covers administrative roles.

While GÉANT’s ability to increase the number of women choosing to study STEM subjects is limited, we do have control over how we recruit, train, and develop our employees, as well as the transparency of our processes, and how we enable our female employees to grow into senior roles.

Given the gender imbalance in our technical areas, it may be appropriate for GÉANT to give some consideration to the introduction of quotas, although they should not be thought of as a simple or easy solution. Recently, the EU reached provisional agreement on a new directive that would require listed companies to move toward 40% female representation in non-executive director positions by 2026. This action took over 10 years to achieve.

In the Netherlands, a gender diversity bill came into force in 2022, introducing a quota for the supervisory boards of listed companies and requiring large Dutch companies to set gender-balance targets for their boards and senior management. Since 2012, universities and research institutes in Germany have been obliged to implement a gender quota according to a cascade model. This targets the proportion of women and men to be recruited to a certain career or hierarchical level, based on the proportion of each at the level below. Although there are no mandatory quotas in the UK, there has been significant progress in getting more women into board positions over the last decade through the use of a number of initiatives. In 2010, there were less than 12% women on the boards of the FTSE 100. In 2019, this figure reached 30% [4].

However, it's also important to note that while some quotas and recruitment targets (which meet certain criteria) would be legal, positive discrimination will generally fall foul of equality legislation. For example, in Ireland some universities have created women-only professorships, but in the UK, this would not be possible. Therefore, it may be more beneficial to introduce targets and take the necessary actions over time to improve gender equality within GÉANT in order to meet those targets. Whatever the approach, GÉANT must ensure that all gender equality initiatives comply with the relevant legislation.

Finally, consistent and visible support from the leadership team is critical for success. Stated commitment from senior management towards gender equality provides legitimacy to the issue and helps to ensure staff feel safe when raising gender equality issues.

3 Thematic Areas

3.1 Work-Life Balance and Organisational Culture

Organisational culture is difficult to measure and equally difficult to change, however, it's important to try and understand the current situation in order to have a starting point. GÉANT runs an employee engagement survey every two years, and although there is currently no reference to gender equality in the survey, it is possible to gain insight into the company culture from the survey results. The survey was last run in November 2020, and had a 91% response rate, so the results are representative of the organisation at that time, including the following comments about company culture:

- While many employees already had the opportunity to work regularly from home before the Covid-19 pandemic, the company approach to flexible working during the pandemic was positively received.
- Several employees commented that their motivation was not purely financial. They wanted to work for a non-profit organisation as a means to contribute to society and further worldwide education and research.
- The survey also suggested that lack of career structure was an issue and that sometimes under-performance or unwanted behaviour was not acted upon.
- In addition, some employees stated that they would prefer a more transparent system of performance management, development, and reward. As happy as most employees are with personal contact, on occasions it would be preferable to have a more formal approach, something that would be of most benefit to new and more junior employees.

Some of the positive factors identified in the survey are likely to be very appealing for women in the workplace. For example, studies have shown that women are more likely to seek roles that are meaningful in some way and give them the opportunity to make a difference [5]. In addition, being able to work flexibly is a benefit which many women with dependents or caring responsibilities value highly.

It is also well documented that on average, women are promoted less often than men [6] due to unconscious bias, lack of support, and lack of self-promotion. Typically, men are more likely to put themselves forward for opportunities and to be more visible in an organisation [7]. Lack of formal systems can exacerbate these issues, leading to fewer women being considered for promotion so ensuring that there is structure and transparency in these processes is key.

Aside from the GÉANT survey, we also considered other factors which impact on work-life balance and organisational culture, including the employee handbook, policies, and procedures:

- It was felt that there is a disconnect between the informal and relaxed culture at GÉANT and the formal tone and style of some of the documents, especially the employee handbook.

- While GÉANT is a very flexible organisation, there is limited awareness of this, which means that some employees may be missing out on opportunities to work more flexibly, for example when returning from maternity leave or where they have short- or long-term caring responsibilities.
- Currently, we do not offer any contractual pay enhancement for maternity leave which may have an impact on how attractive GÉANT is an employer to women. It's also important that we're able to offer both parents the opportunity to spend time caring for their new child. An enhanced package for both maternity and paternity could increase the overall attractiveness of GÉANT as a good employer to existing as well as prospective employees.
- Making sure it is widely acceptable for partners, male and female, to take shared parental or paternity leave would further demonstrate that GÉANT supports both work-life balance and the well-being of its employees.
- Returning to work following a period of maternity leave can be challenging and there is a question as to whether we should be offering more specific support for returning mothers. For example, we could offer the opportunity for a buddy or mentor within the organisation to be assigned to the returning mother as an additional source of information and support during the first few months back.

Another important area frequently overlooked in organisations is awareness of the menopause and how it can impact on women in the workplace. The average age for a woman to go through menopause is 51, although it can be much earlier than this, naturally or due to surgery or illness. Symptoms can also start many years before menopause, known as perimenopause. Typically 3 out of 4 women experience menopause symptoms, with 1 in 4 likely to experience serious symptoms.

The symptoms experienced by women during menopause will differ from woman to woman but may include both physical symptoms, such as hot flushes, headaches, and poor sleep, or psychological ones, such as anxiety, low mood, and poor concentration. According to the Faculty of Occupational Medicine of the Royal College of Physicians (UK) [8], nearly 8 out of 10 menopausal women are in work but almost half of women don't seek medical advice.

As the fastest growing demographic in the workforce, it's clear that organisations need to consider how they can support those impacted by menopause symptoms. At GÉANT, even though there is no specific menopause policy or guidance, there are several working conditions already in place, as recommended by the European Menopause and Andropause Society. For example:

- Both offices are air conditioned and kept at a cool temperature throughout the year.
- Individual desk fans can be provided, if needed.
- All employees have unlimited access to cold drinking water.
- We operate a system of hybrid working throughout the organisation, so employees have flexibility on when, and how often, they work in the office.
- There is a significant amount of flexibility available with hours of work.

- Employees are not required to wear uniform and if they are attending an event where there is a preference for branded clothing to be worn, this still remains optional.
- Private spaces are available in both offices for those who may need access to a quiet room.

In addition, there is menopause support available from our Employee Assistance programmes in both countries.

Further issues for women impacted by menopause at work are the negative connotations associated with the menopause along with the fear of gendered ageism. There are still prevailing stereotypes about mid-life women and some women may feel reluctant to make managers or colleagues aware of menopause related problems because of this. In addition, they may find making a disclosure embarrassing, particularly if they have a male manager or a much younger manager.

While not all women will want to openly discuss menopause, ensuring that employees are aware of the support available, and providing managers with training to feel confident about having sensitive conversations and agreeing practical adjustments where needed, will help to create a positive and supportive environment.

RECOMMENDED ACTIONS

- Create a transparent process for internal recruitment and promotion.
- Review employee documents and adopt a tone more reflective of the informal culture within the organisation.
- Publicise flexible working and support for those with dependants.
- Review maternity and paternity leave and pay entitlements.
- Put in place appropriate support for those returning from career breaks (e.g. maternity leave).
- Introduce a menopause awareness programme, ensuring women know what help and support is available, and include menopause awareness in line manager training.

3.2 Gender Balance in Leadership and Decision-Making

To establish the current position, we analysed recent sex-disaggregated statistics for leadership and decision-making positions within GÉANT. This also allowed us to understand the representation of women throughout the organisation with gender balanced succession planning in mind.

The following statistics show typical female representation on some of GÉANT's committees:

- Audit and Risk Advisory Committee: 33%
- GÉANT Community Committee: 20%
- Cost Sharing Committee: 22%
- GÉANT Project Planning Committee: 27%
- Network Infrastructure Advisory Committee: 25%

In addition, women are under-represented in GÉANT management and Governance roles:

- Managers: 37%
- Executive Team: 14%
- Board of Directors: 37%
- General Assembly: 12%

There were other issues identified which may contribute to reinforcing gender imbalance, including:

- Presence of the same people on multiple committees, thereby reducing opportunities for others to step into leadership positions.
- Redundant representation from one country on committees, again reducing opportunities for others to join.
- No required information on diversity and inclusion in the committee's Terms of Reference.
- Different sign-off requirements for committees.

We also need to be aware that, despite all efforts, women may sometimes be reluctant to apply for decision-making positions, especially where the associated team is dominated by men. Technology, for example, still has a very masculine image. Our challenge therefore is how do we enable our female employees to reach their full potential as well as ensuring that our organisation is attractive to female candidates? An important part of this is visibility: it's hard to aspire to something that you can't see. It will therefore hinder both recruitment and retention if we're not able to increase the number of women in senior positions.

However, with a starting point established, we are now in a position to devise a strategy that will generate an effective gender balance and release the inherent value that such an improved position can bring.

The following factors will need to be considered:

- **How** women are represented in decision-making at the top of the organisation, across operational departments, administrative functions and GÉANT governance committees, such as the General Assembly and Audit and Risk Advisory Committee. This can be extended to include wider project-based groups such as work package teams.
- **What** types of barriers exist to ensuring women are represented in decision-making and leadership positions, including structural, institutional, and individual barriers.
- **What** targets could be set to promote gender balance in leadership and decision-making roles across the organisation.
- **Which** steps can be taken, and by **whom**, to achieve these targets.

Following this, steps can then be taken to address the structural and cultural issues that may be preventing a more equitable balance in leadership and decision making.

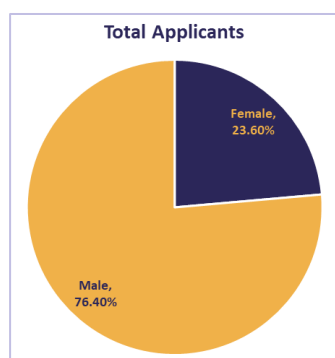
RECOMMENDED ACTIONS

- Review GÉANT Committee Guidelines.
- Improve female representation on every decision-making body.
- Provide all decision-makers and leaders with gender equality and unconscious bias training.
- Ensure female employees have the opportunity to attend leadership development programmes.

3.3 Gender Equality in Recruitment and Career Progression

3.3.1 Recruitment

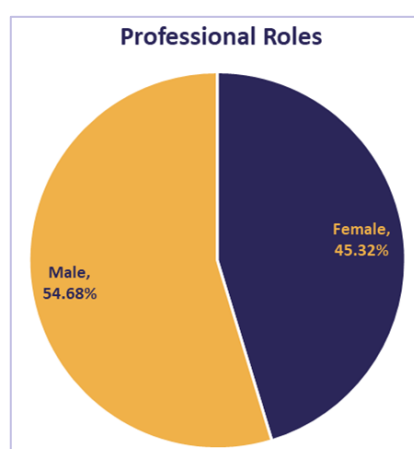
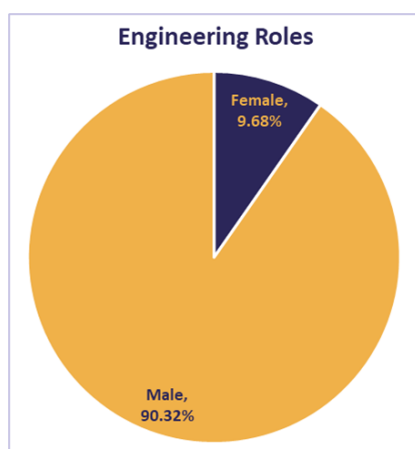
At present, GÉANT does not collect gender data from job applicants. In order to analyse the current situation and provide a starting point for improving gender balance within recruitment, we used existing candidate data to assume the gender of each job applicant.



While it should be noted that the data only covers 15 roles recruited between November 2021 and June 2022, the results are stark, with only 23.6% female applicants.

The majority of the roles recruited were technical roles, which could explain the low rate of female applications. However, it could also point to issues such as biased wording in adverts or limited sources of applicants.

We know that recruiting for technical roles is more challenging in both the UK and Netherlands, however, the number of female applicants for these types of roles was particularly low, at 9.68%:



It's clear that there is significant room for improvement with gender equality in recruitment at GÉANT.

The 2019 LinkedIn Gender Insights Report [9] found that while women and men explore job opportunities similarly, there is a difference in the way they typically respond to job adverts:

- Women are more selective when applying for vacancies. Men usually apply for roles in which they meet about 60% of the criteria, whereas women feel they need to meet closer to 100%. This means that women apply to 20% fewer jobs than men. Therefore, job adverts that have long lists of criteria are less likely to attract female candidates.
- There are many masculine-coded words which when used in job adverts could discourage women from applying. These include words such as 'strong', 'driven', and 'competitive'. Ensuring that job adverts are checked for gender neutrality, and that feminine-coded words are used to try and increase the number of female candidates, is another method of encouraging gender equality in recruitment.
- Women are 26% less likely to ask for a referral to a job they're interested in than men. Although referrals might provide a good source of candidates, relying heavily on employee referrals may also limit the number of applications from women.
- Knowing how much a job pays before applying is typically more important to women than men, so sharing salary ranges in job postings could encourage a higher proportion of female applications. Women are also more likely to be interested in company benefits, so ensuring that this information is easily accessible is key.

Recruitment agencies play an important part in successful sourcing, particularly when recruiting for specialist technical roles. However, if the agency does not have a similar focus on increasing the number of female applicants, then the gender split from agency candidates will likely be similar to direct sourcing. Until now, this issue has not been specifically raised with recruitment agencies but should be addressed in future.

In addition, names are currently included on CVs when they're sent to recruiting managers for review however best practice suggests that all identifying data should be removed from CVs to reduce the risk of unconscious bias.

Finally, there has been little focus on the gender balance within recruiting teams up to now, but with so few women in technical or senior roles within the organisation, it may be necessary to look at how we can make our recruiting teams more gender balanced.

3.3.2 Career Progression

Currently, there are far fewer female colleagues in senior or technical roles. One way to increase equality is through career progression, be it promotion or a sideways move. These movements are an essential tool for increasing gender diversity, stimulating the uptake of leadership roles by female staff and growing a diverse pool of experienced employees.

We already know that women are less likely to 'self-promote', therefore ensuring that there is a fair, clear and transparent process for promotion and internal recruitment is key for gender equality. This

includes gender-balanced recruiting teams and ensuring that all internal promotions are assessed from a gender equality point of view.

Career progression is something that has been raised as an issue, both before and as part of the most recent employee survey. As a result, a career path project is currently underway which should go some way to addressing those issues.

GÉANT's projects also represent an opportunity to provide experience in managerial and other senior roles in an agile environment. While upward mobility in the organisation is dependent on the availability of senior vacancies, there is still a wide range of opportunities across the many different activities and projects.

Training & Development

The lack of suitable candidates on the market is often cited as a reason for the gender imbalance within teams, however, there is little opportunity for women already in the organisation to grow and develop into different roles, which may present an area for development.

For example, to 'grow our own' female talents we could offer internal apprenticeships or some other form of long-term training for those who are interested in gaining new skills in order to move across the organisation. To ensure that our female employees can progress to the next level in their current career, we could offer mentoring opportunities, either internally or externally. We could also provide training programs for students, aiming for a gender-balanced intake each year, in order to actively 'grow our own' engineers for the future.

RECOMMENDED ACTIONS

- Improve careers page on website.
- Review job descriptions and adverts to avoid bias towards male candidates.
- Review recruitment decision-making processes, including gender balance of the recruiting team.
- Partner with recruitment agencies actively working to reduce the gender gap.
- Introduce blind CV recruiting.
- Consider advertising salary range on job adverts.
- Take steps to 'grow our own' engineers and technical specialists within GÉANT.
- Provide recruiting managers with appropriate training.

3.4 Measures Against Gender-Based Violence and Sexual Harassment

It's important to provide a safe environment for our employees, as well as ensure that there are robust processes in place to deal with any situation related to sexual harassment and gender-based violence that may arise.

Sometimes it's easy for managers to dismiss concerns from individuals over inappropriate behaviour, perhaps by blaming cultural issues or assuming that the behaviours are unrelated to gender. However, these types of issues must always be taken seriously and dealt with appropriately.

The GÉANT Community Code of Conduct is applicable to every GÉANT community event, workshop, Special Interest Group (SIG) or Task Force (TF) meeting. Users of a GÉANT's online spaces and/or members of a SIG or TF mailing list also have a responsibility to adhere to the GÉANT Community Code of Conduct. However, the code has not been promoted or consistently enforced and we are therefore missing an opportunity to use the code to regulate the community environment. In addition, there is no specific code of conduct for the GÉANT Association.

Due to Netherlands legal requirements, there is one person designated as a confidential advisor for people to raise issues with. However, the designated person is male and there is no similar advisor in the UK. This situation is less than ideal.

This is also an area where company-wide training would be appropriate. Line managers would benefit from additional training to help them to deal effectively with sensitive issues and employees would benefit from training on appropriate behaviours in the workplace.

RECOMMENDED ACTIONS

- Ensure the Community Code of Conduct is supported at a senior level, regularly promoted and enforced.
- Introduce staff conduct principles for the GÉANT organisation based on community Code of Conduct.
- Organise training for managers and for all employees on conduct in the workplace.
- Introduce confidential advisor scheme which meets legal requirements and provides appropriate cover for the entire organisation on a gender equal basis.

4 Action Plan

OVERALL TARGETS	<ul style="list-style-type: none"> • Increase percentage of female applicants to at least 40% by September 2023. • Increase female representation on every decision-making body by at least 10% when opportunities arise. • Increase number of female employees recruited for technical roles by at least 5% by September 2023. 	
OVERALL OBJECTIVES	ACTIONS	TIMEFRAME
Foster a supportive working environment, ensuring that employees can balance their personal life with work commitments.	1. Review employee handbook and other documents and adopt a tone more reflective of the informal culture within the organisation.	June 2023
	2. Publicise flexible working and support for those with dependants or caring responsibilities.	March 2023
	3. Put in place appropriate support for those returning from career breaks (e.g. maternity leave), for example buddy or mentor, depending on needs.	June 2023
	4. Review maternity and paternity leave and pay entitlements.	December 2022
	5. Introduce a menopause awareness programme, ensuring women in the organisation know what help and support is available.	March 2023
Improve recruitment processes in relation to gender equality and increase gender balance of applications by making organisation more attractive to female candidates.	6. Create a transparent process for fair and consistent internal recruitment and promotion.	December 2022
	7. Partner with recruitment agencies who are actively working to reduce the gender gap in job applications or who specialise in working with female candidates for STEM fields.	December 2022
	8. Ensure all job descriptions and adverts are run through appropriate software to check for gender coded words.	December 2022
	9. Consider the practicalities of advertising salary ranges on job adverts.	December 2022

	<p>10. Improve careers page on website by:</p> <ul style="list-style-type: none"> a. Showing prominence of women in GÉANT with videos and pictures. b. Publicising flexible working within GÉANT. c. Run 'Life in GÉANT' campaign – life as working parent / women in tech / senior roles. <p>11. Introduce blind CV recruiting, removing personal data from CVs before they are made available to recruiting managers to reduce the risk of unconscious bias.</p> <p>12. Ensure that (wherever legally possible) gender data is collected from applicants so that changes to gender balance can be tracked over time.</p> <p>13. Review recruitment decision making processes including gender balance on recruiting teams.</p>	<p>December 2022</p> <p>December 2022</p> <p>December 2022</p> <p>March 2023</p>
<p>Put in place appropriate training for employees on gender equality and related topics, and offer targeted programmes for career development.</p>	<p>14. Take steps to 'grow our own' engineers and technical specialists within GÉANT, giving employees the opportunity to develop new skills, undertake long-term qualifications and be ready for when new opportunities arise across the organisation.</p> <p>15. Ensure female employees are given the opportunity to join leadership development programmes to improve leadership skills, enhance leadership competences and encourage peer networking opportunities.</p> <p>16. Implement a formal mentorship programme and extend reach to the wider GÉANT community and beyond for appropriate female mentors.</p> <p>17. Provide managers, including those from the Executive Team, with appropriate training to ensure they have the right skills to:</p> <ul style="list-style-type: none"> a. Run fair interview processes and make recruitment decisions based on objective criteria. b. Be aware of unconscious bias. c. Deal effectively with sensitive issues such as sexual harassment. d. Understand the potential impact of menopause on female employees in the workplace. 	<p>June 2023</p> <p>December 2022</p> <p>September 2023</p> <p>June 2023</p>

	18. Organise training for all employees on appropriate conduct in the workplace.	December 2022
	19. Organise training for wider community on the GÉANT Code of Conduct.	September 2023
Raise awareness of equality issues within GÉANT and wider community and put in place practices to create improvements.	<p>20. Make amendments to Committee Guidelines:</p> <ul style="list-style-type: none"> a. All committee member changes to go through a diversity and inclusion review at Board level. b. Increase transparency of committee membership and appointment procedures, including circulating minutes of such meetings. c. Create an independent gender observer role for committees. d. No individual should sit on more than one committee unless an exception is approved. e. No country or REN should have more than one representative on a committee. <p>21. Ensure the GÉANT Community Code of Conduct is supported at a senior level, regularly promoted and behaviour's that go against the code are dealt with on a zero tolerance basis.</p> <p>22. Introduce staff conduct principles for the GÉANT organisation based on Community Code of Conduct.</p> <p>23. Introduce a confidential advisor scheme, which meets legal requirements and provides appropriate cover for the entire organisation on a gender equal basis.</p> <p>24. Review the collection of gender data within GÉANT and consider whether non-binary options should be introduced.</p>	<p>September 2023</p> <p>September 2023</p> <p>June 2023</p> <p>March 2023</p> <p>June 2023</p>

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