

Gender Equality Plan 2022-2025

adelphi research gGmbH

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1 Introduction

adelphi research gGmbH is an independent think tank for environmental and development policy research and analysis.

Founded in 2001, the research institution has introduced new findings and ideas into politics. With application-oriented research and concrete proposals for action, adelphi research promotes sustainable development and helps improve environmental and development policy in practice.

A just transition rests on perspectives and needs from different social groups / interest groups being accounted for. Equality and diversity are foundational values for adelphi that guide our project work as much as our internal processes and structures.

The adelphi management board and its employee representation have been working jointly on the topic of gender equality in a dedicated working group. As a result of early deliberations of this working group and in order to have a sound basis for deriving recommendations for action, adelphi commissioned an in-depth and independent assessment of the status quo at the organization to a specialized external consultancy. It was then also decided not to focus exclusively on gender equality and to assess different dimensions of diversity instead due to the interdependence of social categories.

The present document summarizes the results of the diversity assessment in 2021/ 2022 and outlines action points that adelphi strives to implement over the next two years until September 2025. Progress on key indicators and related action points will be monitored and assessed on an annual basis. On the basis of this monitoring the Gender Equality Plan will be re-assessed and updated for the next period in 2025.

The Gender Equality Plan 2022 - 2025 can be found here: <https://adelphi-research.de/en/gender-equality-plan>. It was approved by the management board and communicated within adelphi via the intranet.

2 Baseline on Gender Equality – Key Figures and External Assessment of Diversity at adelphi

2.1 Key Figures of adelphi 2022

As of September 2022, adelphi¹ has 291 employees. This includes 55 interns, fellows and students. 64 % of all employees are female. The average age in the organisation is 33,85 years. In regards to all contracts excluding interns, fellows and students², 68 % have permanent contracts and 64 % work part-time. On the basis of the data in 2021 (see below) the proportion of employees with a migration background is around 40 % and 79% identify themselves as white³.

2.2 Diversity Study 2021

2.2.1 Design of the Diversity Assessment

In 2021 an external consultancy was commissioned to assess the status quo of diversity at adelphi in regards to participation and career opportunities. The study was accompanied by a working group consisting of two members of the management board, three representatives of employees and the manager for personnel development. After defining the scope of the study and the relevant variables, data collection took place in 2021: first a survey was conducted among all employees. This was then matched with personnel data by the HR department. Final results were presented to the management board and all employees in March and April 2022.

The survey's response rate of 69% (185 out of 269 employees) was very high. The sample can be regarded as representative as the comparison of demographic variables of the data provided by adelphi and the data of the external survey showed no systematic bias.

The following variables were assessed:

Demographic variables	<ul style="list-style-type: none">• Age• Gender (male / female / diverse)• Disability• Migration background (own + parents')• Educational background (own + parents')• Mother tongue• Identification (e.g. Person of Color, Black, White)• Parenthood (parental leave, single parent)• Care work and time (child care, time for sick relatives etc.)
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¹ This and the following data in the Gender Equality Plan are for both adelphi research and adelphi consult together.

² Interns, fellows and students have by nature of the contract a fixed-term contract. Student contracts ("Werkstudenten") are by German law per se part-time with a maximum of 20 hours per weeks.

³ The definition used in the study is the definition by the Federal Statistical Office: A person has a migration background if he or she or at least one parent does not have German citizenship by birth. The proportion of 40 % is relatively high in comparison to other organisations in Germany with 6 % - 35 % migration background

Job-related variables	<ul style="list-style-type: none"> • Position • Income • Contract (fixed-term / permanent) • Working hours (full-time/ part-time) • Period of employment at adelphi
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Table 1: Assessed variables in external Gender and Diversity study at adelphi, 2021/2022

Data concerning function, age and income were provided by adelphi. All other personal data needed for the study were collected via a standardised employee survey carried out by the consultancy, German law prohibits employers from collect such data.

Descriptive and inferential statistical evaluations were carried out using Excel and SPSS.

2.2.2 Results

The results give little indication of a systematic, conscious discrimination of employees with certain characteristics. There were e.g. no gender-related differences in regards to part-time or full-time work or the type of contract (fixed-term / permanent), nor was there a significant correlation between the position in the company and employees' migration background.

Some differences however did become visible:

- **Disability:** The national average employment rate in Germany for people with disabilities was +/- 5 %. With < 1 %, adelphi is below the average and also below the legally required 5 %.
- **Gender and position:** Regression analyses indicate that salary at adelphi is explained first and foremost by the position at adelphi and the years of service at adelphi. A detailed analysis of gender in relation to position showed that there was no gender pay gap in non-management positions and at the 'medior' level for adelphi's content experts, but revealed an adjusted gender pay gap in middle and high management functions of around 9%. Caveats with respect to the limited sample size and variety of different occupations apply.
- **Educational background:** 28 % of adelphi employees had parents without an academic degree. This is rather low compared to the proportion of students with parents without an academic degree in Germany as a whole (+/- 50 %).

2.2.3 Next Steps

Since the publication of the survey results, the working group has been working on a more detailed analysis as well as on concrete measures to address the issues identified in the study (e.g. activities for recruiting professionals with a working-class-background; re-examining salaries with consideration for the gender-pay gap based on 2022 salary data).

3 Gender Balance in Leadership and Decision-making

As stated in the introduction, the majority of employees at adelphi are female (63%, September 2022). Women are in the majority in all boards / committees except for the Management Board.

Board / Committee	Members	Gender composition
Management Board	<ul style="list-style-type: none"> • 3 managing directors (all 3 founders of adelphi), • 2 executive board members 	<ul style="list-style-type: none"> • 4 males, 1 female (20% female)
Senior Management Group	<ul style="list-style-type: none"> • All programme and incubator leads 	<ul style="list-style-type: none"> • 11 males, 12 females (52% female)
Admin / Support Group	<ul style="list-style-type: none"> • All leads / responsible people for administration units 	<ul style="list-style-type: none"> • 4 males, 8 females (67% female)
a-Team	<ul style="list-style-type: none"> • Employees' representation committee consisting of elected members as well as seconded representatives for all functional groups at adelphi from trainees up to the management board 	<ul style="list-style-type: none"> • 5 males, 12 females (71% female)

Table 2: Composition of boards and committees.

4 Gender Equality in Recruitment and Career Progression

adelphi's goal is to ensure that the large share of female employees is also adequately reflected in career progression and the composition of the leadership positions.

A strategy for personnel development was elaborated in a collaborative manner between management and staff representatives in 2018/2019, and has been the basis of our work since. Individual career progression at adelphi is based on a development trajectory with clearly specified competencies and requirements for each function. These criteria are an important means for making decision-making more objective and help reduce gender-related and other biases. One important element of the personnel development strategy is the annual Personnel Development Interview in which career progression, working conditions as well as further qualification needs are discussed and monitored.

Furthermore, adelphi provides career progression paths and other instruments that support employees in their respective role and function but also in their individual situation and development where individual needs can be addressed and accommodated (see table 3 for overview).

Measure	Description	Comment
Shared Leadership	<ul style="list-style-type: none"> • Cascading supervision structure • Management responsibility of programmes / unit is shared 	<ul style="list-style-type: none"> • Supports part-time workers to take on staff supervision and (shared) management responsibility
Regular Feedback Talks	<ul style="list-style-type: none"> • Individual feedback talks between staff supervisor and employee every 3 months 	<ul style="list-style-type: none"> • Individual needs and as such potential gender differences are considered that might have an influence on career progression
Mentoring Program	<ul style="list-style-type: none"> • Offer for young professionals to be accompanied by more experienced colleague for one year 	<ul style="list-style-type: none"> • Mentor is chosen by mentee • Topics are defined individually. Gender-related aspects of work can be one of the topics.
Training Program (adelphi academy)	<ul style="list-style-type: none"> • Trainings and coachings are agreed upon in Personnel Development interview 	<ul style="list-style-type: none"> • Individual needs are considered by the selection of training or coaching measure • Curriculum is reviewed annually and adapted to needs of employees • Training options include self-management competencies (time management, stress management) as well as social-communicative competencies (communication, conflict management, leadership)

Table 3: Measures and gender-related aspects for recruitment and career progression

5 Work-Life Balance and Organisational Culture

adelphi attaches high importance to a collaborative and appreciative, friendly working atmosphere. The aim is to accommodate different ways of living and different needs, which include but not solely focus on gender-related needs. adelphi is highly flexible in regards to work arrangements to ensure a good work-life balance. There are also have several support structures in place for (potentially) challenging situations. With different formats and settings, we create and offer opportunities for professional and social encounters, which support an atmosphere where different opinions and needs can be expressed, are valued and integrated.

Area	Measure	Comment
Flexible Work Arrangements		
Working hours	<ul style="list-style-type: none"> • Part-time work • Flexible working hours 	<ul style="list-style-type: none"> • Part-time work quota is 64 % work as of September 2022⁴ • Scope of working hours as fixed in contracts can also be adapted (e.g. full-time to part-time and vice versa)
Place of Work	<ul style="list-style-type: none"> • Mobile work possible 	<ul style="list-style-type: none"> • Specific remote work options for days, in place since 2002 • Fully remote with necessary equipment since April 2020
Leadership		
Shared Leadership	<ul style="list-style-type: none"> • Management responsibility is shared 	<ul style="list-style-type: none"> • Decentralised personnel management in place • The majority of teams' division management is shared • Structure supports people in part-time to take on leadership responsibilities
Regular Feedback Talks	<ul style="list-style-type: none"> • Individual feedback talks between staff supervisor and employee every 3 months 	<ul style="list-style-type: none"> • Individual needs and as such potential gender differences in needs are considered
Exchange Opportunities		
Knowledge Exchange	<ul style="list-style-type: none"> • Weekly exchange format of approx. one hour in which colleagues present their work, demonstrate methods etc. 	<ul style="list-style-type: none"> • Regular short formats offer also part-time workers to participate

⁴ Excluding students, interns and fellows

Intra-Team	<ul style="list-style-type: none"> • Team retreats at least once a year or more are encouraged 	<ul style="list-style-type: none"> • Supports regular assessment of strategic focus, resource planning and collaboration
Cross-Team / adelphi-wide	<ul style="list-style-type: none"> • Early Thursdays: social events 1x / quarter adelphi-wide offered by organisation • Yearly summer event and / or Christmas party 	
Offers for psychological wellbeing		
Confidants	<ul style="list-style-type: none"> • Internal confidants since 2020 appointed by employees' representation committee: 5 confidants, out of which 60% female 	<ul style="list-style-type: none"> • Concerns also in relation to gender and diversity can be addressed in a safe space
Coachings	<ul style="list-style-type: none"> • External Coaching: implemented in 2020 due to Corona pandemic • Internal Stress Coaching: individual coaching by trained colleague since autumn 2022 	<ul style="list-style-type: none"> • Internal and external support for individual concerns, in which diversity-related aspects can be directly and specifically considered
Offers for physical wellbeing		
Sports	<ul style="list-style-type: none"> • Free or discounted membership in the Urban Sports Club with more than 50 sports throughout Germany and in five European countries 	
Job Bike	<ul style="list-style-type: none"> • Subsidized job bike leasing 	

Table 4: Work-Life-Balance and Organisational Culture

6 Non-Discrimination including Measures against Gender-based Violence and Sexual Harassment

To ensure a safe and non-discriminatory working environment, adelphi has different contact persons that employees can contact, if they feel they have been sexually harassed or have experienced any other kinds of discrimination. adelphi puts an emphasis on our values right from the start during the onboarding of new employees. Information about guidelines and contact persons are available to everyone on the intranet and is also regularly highlighted at different occasions.

Measure	Description	Comment
Communication and Awareness Raising	<ul style="list-style-type: none"> Company values, guidelines and supporting structures are presented during the onboarding event for all new employees (2 days; once per quarter) 	<ul style="list-style-type: none"> New employees are aware about supporting and complaint structures right from the start
Guidelines	<ul style="list-style-type: none"> Guideline for internal and external communication for gender-sensitive language Guideline for preventing and dealing with sexual harassment incl. internal and external contact persons 	<ul style="list-style-type: none"> Guideline was published in 2021 and adapted in 2022 Guideline was published in 2021
Confidants	<ul style="list-style-type: none"> Appointed internal confidants for individual problems affecting work Contact persons for cases of sexual harassment and other experiences of discrimination 	<ul style="list-style-type: none"> Employees can choose among the confidants, e.g. preference concerning gender Gender-related topics can be addressed in a safe space Confidants and Human Resources have received a training concerning non-discrimination⁵ in 04/2022
HR	<ul style="list-style-type: none"> Reporting office for discrimination claims 	

Table 5: Measures for non-discrimination

⁵ The training was based on the different dimensions of the German Allgemeines Gleichbehandlungsgesetz (AGG) / General Act on Equal treatment

7 Integrating Gender Dimension into Research Projects

Gender equality is not just a topic relevant to adelphi’s internal structures and processes. Gender aspects also feature in and need to be properly accounted for in our research projects on environment and development. A better understanding of gender-specific needs, behaviours and attitudes improves research processes and collaborations and enhances the quality of results and recommendations, and subsequent dissemination and reception.

Area	Measures	Comment
Gender-sensitive division of tasks in the research process	<ul style="list-style-type: none"> • Equitable distribution of responsibilities between researchers and authors regardless of their gender 	<ul style="list-style-type: none"> • Women and men are equally involved in the different working steps
Mainstreaming gender dimensions in field research (both in Europe and in development contexts)	<ul style="list-style-type: none"> • Questioning gender roles and discriminatory structures embedded in local socio-cultural contexts • Identifying potential differences in the needs of women and men • If possible and necessary: individual interviews with women during research to capture their specific perspective 	<ul style="list-style-type: none"> • Reflection by participating staff before, during and after the research stay • Consideration of potential social, political and economic differences between women and men
Gender-sensitive language in publications	<ul style="list-style-type: none"> • Use of gender-sensitive language • Overall monitoring of gender-sensitive language during the writing and publishing process 	<ul style="list-style-type: none"> • Use of gender-sensitive language in all publications
Gender-sensitive approach in the dissemination of results	<ul style="list-style-type: none"> • Gender-sensitive composition of panels, discussion rounds and webinars • Use of gender-neutral language 	<ul style="list-style-type: none"> • Gender-sensitive staffing at events • Guideline for internal and external communication for gender-sensitive language

Table 6: Measures for integration of gender dimension into research projects

8 Objectives 2022-2025

As mentioned in section 2, our approach is to assess and monitor gender-related aspects as part of diversity due to the interdependence of social categories. Our objectives therefore contain gender-specific objectives as well as objectives related to other diversity dimensions such as disability and educational background of parents.

Diversity- sensitive Personnel Controlling	
<p>Specific Objectives:</p> <ul style="list-style-type: none"> • A systematic personnel controlling system is introduced to enable an easy, up-to-date and regular reporting and monitoring of gender, but also of other diversity measures. 	<p>Indicators:</p> <ul style="list-style-type: none"> • A new or adapted personnel controlling system is in place by 2025. • Relevant diversity criteria (e.g. disability, migration background, gender) are assessed and monitored on a regular basis.
<p>Activities:</p> <ul style="list-style-type: none"> • Different tools for personnel controlling are evaluated. • A new or adapted tool for personnel controlling is implemented. 	
<p>Responsible Unit: Working Group Diversity, Human Resources</p>	

Gender Equality in Recruitment and Career Progression	
<p>Specific Objectives:</p> <ul style="list-style-type: none"> • Gender-related criteria are assessed and monitored. • Staff supervisors are aware about potential pitfalls. 	<p>Indicators:</p> <ul style="list-style-type: none"> • Gender-related differences in payment are assessed and reduced by 2025. • Share of women in higher management functions is in proportion to their share of staff by 2025
<p>Activities:</p> <ul style="list-style-type: none"> • A re-examination of salaries concerning gender-differences in payment is carried out annually. • Gender is given specific attention as one of the relevant criteria for job positions in higher management. • Awareness raising will take place for gender-specific aspects in career progression (e.g. in yearly appraisal interview). 	
<p>Responsible Unit: Working Group Diversity, Human Resources, Units with vacancies</p>	

Diversity-Sensitive Recruitment	
<p>Specific Objectives:</p> <ul style="list-style-type: none"> • Staff supervisors are aware of potential biases in recruiting process • A higher number of employees with working class background and / or mental or physical disabilities are recruited. 	<p>Indicators:</p> <ul style="list-style-type: none"> • Interview guidelines and contents are adapted for potential biases by 2025 • Increase of proportion of adelphi employees with working class background by 2025 • Increase of proportion of adelphi employees with mental or physical disability by 2025
<p>Activities:</p> <ul style="list-style-type: none"> • Options for external consulting for diversity dimensions are evaluated. • Existing recruitment channels are assessed. Options for new and target-group specific channels are tested. • Trainings for staff supervisors concerning diversity-sensitive recruitment are offered. • An external survey is carried out to assess the new status quo at adelphi in regards to the diversity dimensions assessed in 2021 (see section 2, 2.2) 	
<p>Responsible Unit: Working Group Diversity, Human Resources, Personal Development</p>	

Non-Discrimination including Measures against Gender-based Violence and Sexual Harassment	
<p>Specific Objectives:</p> <ul style="list-style-type: none"> • Staff supervisors are aware about settings and behaviours to prevent sexual harassment at the workplace. • Staff supervisors know internal regulations and structures and know how to act in case of sexual harassment at the workplace is reported to them. 	<p>Indicators:</p> <ul style="list-style-type: none"> • At least 80 % of staff supervisors have received the training on sexual harassment prevention at the workplace by 2025. • At least two trainings have been offered to staff going on business travels abroad by 2025.
<p>Activities:</p> <ul style="list-style-type: none"> • Staff supervisors have received a training for the prevention of and dealing with sexual harassment at the work place. • Trainings concerning sexual harassment are offered for all staff going on business travels abroad. 	
<p>Responsible Unit: Personal Development</p>	

9 Monitoring and Resources

The **monitoring of the planned activities** will take place annually by the management board and the Diversity working group.

Resources for the work on gender equality and non-discrimination are allocated among different functions and people: Members of the a-team (official employee representation committee) and the confidants / ombuds persons have a defined number of hours per month for their work. In other units such as Human Resources or Personnel Development these aspects are an integrative part of the operational business. Specific topics will be defined as part of the annual planning.