

Gender Equality Plan

2026–2029

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, adelphi research dedicates itself to application-oriented research and concrete proposals for action that promote sustainable development and helps improve environmental and development policy in practice. At the end of 2023, adelphi global gGmbH was founded as daughter company to focus on non-profit work in the fields of sustainability, environmental protection, education and development cooperation.

Both adelphi research and its daughter adelphi global strive for a just and sustainable world. A just transition rests on perspectives and needs from different social groups. Thus, equality and diversity are foundational values for adelphi research and adelphi global that guide our project work as much as our internal processes and structures.

The companies don't just share the same goals and values, but also the same leadership, structures, processes and policies. Therefore, this Gender Equality Plan (GEP) for the period of 2026-2029 holds true for both companies. When this document refers to "we", "us" or "our", it means both adelphi research as well adelphi global.

In 2021, adelphi research commissioned an in-depth and independent assessment of the status quo regarding gender, diverse backgrounds and inclusion at the organization from a specialized external consultancy. Based on prior internal discussions and the study's findings, we decided to address multiple dimensions of diversity, however, this GEP focuses on the gender dimension. Our management board, HR department, employees as well as the employee representation in form of a work's council have been working jointly on the topics of gender equality and diversity at adelphi research and adelphi global in dedicated working streams, that focus on the following topics:

Gender	Health & Inclusion	Diverse Backgrounds
- Gender Pay Gap - Gender Mainstreaming in our projects - Preventing and addressing gender-based violence or discrimination - Highlighting the work of FLINTA*¹	- Inclusive employment for people with disabilities - Healthy and safe working-environments, that support a healthy work-life-balance - Preventing and addressing identity-based violence or discrimination	- Diversity-sensitive hiring and career progression - Preventing and addressing identity-based violence or discrimination

This document summarises the measures we have taken to address these areas, the tools and policies currently in place to monitor and improve them, and our objectives for 2026–2029. Progress on key indicators and related action points will be monitored and assessed on an ongoing basis. On the basis of this monitoring, the Gender Equality Plan will be re-assessed and updated for the next period in 2029.

The Gender Equality Plan 2026 - 2029 can be found here: <https://adelphi-research.de/en/gender-equality-plan>. It was approved by the management board and communicated within adelphi research and adelphi global via the intranet.

¹ FLINTA* stands for female, lesbian, intersex, trans and agender people.

2 People and Key figures for 2026

2.1 Key Figures of adelphi research & adelphi global 2026

As of January 2026, **adelphi research** has 48 employees. This includes 5 interns, fellows and students. 70 % of all employees are female, 30% male, 0% diverse.

adelphi global has 47 employees. This includes 2 interns, fellows and students. 64 % of all employees are female, 34% male, 0% diverse.

2.2 Gender Balance in Leadership and Decision-making

In 2026, we have established a new leadership structure as outlined below which governs both adelphi research and adelphi global.

Board / Committee	Members	Gender composition
Management Board	• 2 managing directors and 1 CFO, • 3 executive board members	4 males, 2 female → share of women: 33 %
Senior Management Group	• Directors	6 males, 6 female → share of women: 50 %

Table 2: Composition of leadership and decision makers

2.3 Works Council

In 2024, our employees chose to form a works council. The rights of the works council to information sharing, co-determination on certain company issues and allotment of all resources necessary for them to exercise their rights and fulfil their obligations are prescribed by law. However, their establishment also aligns with our goals as a company to provide a forum for all employees to feel heard and to bring in their diverse perspectives. Therefore, we support the works council and strive to share the burden of decision-making as much as possible and useful.

Employees can address the works council with concerns related to gender inequality, discrimination, violence, or any other diversity-related issues at adelphi. When such matters are brought to our attention by the works council, we are committed to addressing them promptly.

3 Monitoring Gender Equality, Inclusion and Diversity – Key Figures and Assessments

This chapter outlines our assessments and monitoring since 2021. They had impact on current gender equality and diversity structures, tools, processes and policies as outline in chapter 4 and shape our goals for the future as detailed in chapter 5.

3.1 External Diversity Assessment 2021/2022

In 2021, an external consultancy was commissioned to assess the status quo of diversity at adelphi research in regard 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. Data collection took place in 2021 in form of an employee survey conducted by the external assessor as well as an analysis of data collected by HR. Results were presented to the management board and all employees in March and April 2022.

The results gave little indication of a systematic, conscious discrimination of employees with certain characteristics. There were e.g. no gender-related differences regarding 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 – however, some differences did become visible:

Gender and position: Regression analyses indicate that salary at adelphi research was explained first and foremost by the position at adelphi research and the years of service at adelphi research. A detailed analysis of gender in relation to position showed that there was no gender pay gap in non-management positions and at the operational level for adelphi research'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 applied.

After the publication of the survey results, the leadership together with employees at adelphi research worked on concrete measures to address the issues identified in the study (e.g.; re-examining salaries with consideration for the gender-pay gap based on 2022 salary data).

3.2 Internal Re-Assessment of Gender Pay Gaps 2022-2025

Based on the results of the 2021/2022 external assessment, adelphi research decided to keep re-assessing the gender pay gap internally and to make adjustments to salaries in affected personnel categories on a case-by-case basis. The evaluation of the Gender Pay Gap in late 2023 showed that adelphi research no longer had any significant differences at the 5% level. Since 2024, we have not found any significant differences at the 1% level.

We are committed to re-assess the salaries to identify gender pay gaps and address them accordingly.

4 Currently established tools, processes and company structures

4.1 Gender Equality and Diversity in Recruitment and Career Progression

Our 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.

Recruitment

In 2025, we updated our Recruiting Guidelines to raise awareness that unconscious biases can play a role in the hiring process. This matters because recruitment shapes the inclusive culture we're building together. The guideline now provides some advice and actionable points to help us recognize unconscious biases, challenge stereotypes, and ensure that our hiring practices are as fair and inclusive as possible. All employees were made aware of the updated Recruiting Guidelines via a mailing.

A duo of external inclusion advisors advised adelphi since the end of 2022. adelphi jobs were reviewed for inclusion opportunities for people with disabilities. Here, further engagement needs to be explored starting in 2026.

Career Progression

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 research and adelphi global 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, we provide 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).

Area	Measures	Comment
Recruitment		
Guidelines/Policies	Recruitment guideline raises awareness of potential biases and encourages objective assessment of candidates	
Career Progression		
Regular Feedback Talks	Individual feedback talks between staff supervisor	Individual needs and as such potential gender differences are considered that

	and employee every 3 months	might have an influence on career progression
Mentoring Program	• Offer for young professionals to be accompanied by more experienced colleague for one year	• Mentor is chosen by mentee • Topics are defined individually. Gender-related aspects of work can be one of the topics as well as any topics the mentee wants to bring up related to their background.
Training Programme (adelphi academy)	• Trainings and coaching agreed upon in regular personnel development interviews	• 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 social-communicative competencies (communication, conflict management, leadership) • In 2024, we introduced a new voluntary training on “Women and Men in Leadership”. The training is for all genders. The aim is to reflect on one's own experiences, become aware of possible differences in communication and leadership style and develop new options for action • We have included a training on gender analysis and inclusion of gender aspects in project work in our adelphi academy programme and hold trainings on this topic every year.
Monitoring/Assessments		
Personnel Controlling	• A personnel controlling system is in place that enables an easy, up-to-date and regular reporting and monitoring of gender	
Evaluation of Gender Pay Gap	• Yearly evaluation of Gender Pay Gap • Adjustments to salaries in affected personnel categories on a case-by-case basis	• Since 2024, we have not found any significant differences at the 1% level

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

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

To ensure a safe and non-discriminatory working environment, we have a Code of Conduct and a policy on Preventing and dealing with discrimination. Our HR management department is set up as the internal complaints office and can be reached via Email, phone, online call or in person appointment by any employee who feel they have been sexually harassed or have experienced any other kinds of discrimination. We put 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.

Area	Measure	Comment
Guidelines / Policies	- Guideline for internal and external communication for gender-sensitive language - Guideline for preventing and dealing with sexual harassment incl. internal and external contact persons - Code of Conduct (adelphi research only) - Guideline on diverse composition of panels, conferences and other formats	- Guideline was published in 2021 and adapted in 2022 - Guideline was published in 2021 and updated in 2024 and 2025 - A Code of Conduct was published for adelphi research as an internal document in 2023 and updated in 2025 - This guideline includes key points on organizing and participating in events as well as recommended databases for FLINTA* and divers speakers
Communication and Awareness Raising	- Company values, guidelines and supporting structures are presented during onboarding for all new employees - Employees are made aware they can also ask for assistance from the works' council in case of discrimination, harassment or violence - Invitation of guest speakers	- New employees are aware about supporting and complaint structures right from the start - All Guidelines and the Code of Conduct are accessible to all employees via the intranet - The brownbag lunch series called "Chef*innensache", established back

	• Voluntary training on “Women in Men in Leadership”	in 20224 at adelphi, offers a forum where FLINTA* guest speakers take the participants along their career path, and talk about their experiences as a non-male leader • This training addresses (unconscious) biases in regard to gender-related aspects in leadership and can help to sensitize participants for situations that can lead to discrimination, harassment or violence
HR	• Reporting office for discrimination claims	

Table 5: Measures for non-discrimination

4.3 Integrating Gender Dimension into Research Projects

Gender equality is not just a topic relevant to our 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	• Equitable distribution of responsibilities between researchers and authors regardless of their gender	• Women and men are equally involved in the different working steps
Mainstreaming gender dimensions in field research (both in Europe and in development contexts)	• 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	• 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	• Use of gender-sensitive language • Overall monitoring of gender-sensitive language during the writing and publishing process	• Use of gender-sensitive language in all publications
Considering Gender and Diversity in Events	• Guideline on diverse composition of panels, conferences and other formats	• Includes guidelines on organisation of events, as well as participation in events and acknowledging unconscious biases beforehand
Gender-sensitive approach in the dissemination of results	• Gender-sensitive composition of panels, discussion rounds and webinars • Use of gender-sensitive language	• 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

4.4 Work-Life Balance and Organisational Culture

We attach 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. We are highly flexible regarding work arrangements to ensure a good work-life balance and 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	Measures	Comment
Flexible Work Arrangements		
Working hours	• Part-time work • Flexible working hours	• 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	• Mobile work and home office options	• Specific remote work options for individual days, in place since 2002 • Fully remote with necessary equipment provided by adelphi research/global possible since April 2020
Family Sick Leave	• Discretionary sick days for a child's illness	• As it is sometimes difficult for parents to get doctor's appointments and sick notes promptly if their child falls ill, adelphi supports parents with three goodwill childcare days

		with continued pay per child under the age of 12
Leave of Absence	• Unpaid leaves of absence for personal reasons can be requested • A multi-month sabbatical can be requested from the fifth year of employment	• There are no entitlements to sabbaticals, but if capacities in the team can be planned accordingly, such measures are open to discussion
Leadership		
Shared Leadership	• Management responsibility is shared	• 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	• Individual feedback talks between staff supervisor and employee every 3 months	• Individual needs and as such potential gender differences in needs are considered
Exchange Opportunities		
Intra-Team	• Team retreats at least once a year or more are encouraged	• Supports regular assessment of strategic focus, resource planning and collaboration
Cross-Team / company wide	• Regular knowledge exchanges in diverse formats	• We offer different forms of knowledge exchange that allow the participation of employees with different expectations on life-work-balance: shorter, virtual formats of 1-4 hours allow the participation of part-time and remote workers. These exchanges are often recorded. • In addition, there are in person exchanges (sometimes with catering) that allow the discussion of more sensitive or informal topics. In person-exchanges are however never mandatory and information relevant to all employees shared in those meetings are always also communicated in a different, virtually accessible format.

Offers for psychological wellbeing		
Training Program (adelphi academy)	• Access to a selection of free trainings (entitlement to at least one training per year as agreed upon in personal development interviews)	• Individual needs are considered by the selection of training or coaching measure • Training options include resilience offers (time management, stress management, resilience training) and social-communicative competencies (communication, conflict management, leadership)
Offers for physical wellbeing		
Sports	• Free or discounted membership in the Urban Sports Club	• more than 50 sports throughout Germany and in five European countries
Job Bike	• Subsidized job bike leasing	
Health Day	• Yearly health day organised with the help of a health insurer	• The health day is open to all employees regardless of affiliation with the supporting health insurer • Options to participate at the offices and online are provided

Table 4: Work-Life-Balance and Organisational Culture

5 Objectives 2026-2029

As mentioned in section 3, our approach is to assess and monitor gender-related aspects as part of diversity due to the interdependence of social categories. The objectives outlined below, however, are mainly focusing on gender-specific objectives but also include those aimed at ensuring a healthy work-life balance.

I. Gender Equality and Diversity in Recruitment and Career Progression	
Specific Objectives: • Gender-related criteria are assessed and monitored • Staff supervisors and HR are aware about potential pitfalls and biases	Indicators: • Gender differences are assessed yearly and continue to show no statistically significant difference in payment. Share of women in higher management functions is in proportion to their share of staff by 2029 • Trainings for staff supervisors concerning diversity-sensitive recruitment and/or career mentoring are offered. • Proportion of employees with a disability were below 1% in 2022. The proportion of our employees with mental or physical disability is increased by 2029
Activities • 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). • Options for external consulting for diversity dimensions are evaluated. • Existing recruitment channels are assessed and options for new and target-group specific channels and further cooperations are tested with a focus on increasing hiring people with diverse background and/or with disability.	
Responsible Units: Working Group Diversity, Human Resources, Units with vacancies	

II. Non-Discrimination including Measures against Gender-based Violence and Sexual Harassment	
Specific Objectives: • Staff supervisors know internal regulations and structures and are aware about settings and	Indicators: • At least 80 % of staff supervisors have received the training on sexual harassment

behaviours to prevent sexual harassment at the workplace. • Staff supervisors know how to act in case of sexual harassment at the workplace is reported to them. • All employees know how to report discrimination, violence and harassment and feel safe to do so	prevention by 2029. Training will be established in the 3rd and 4th quarter of 2026. • The established safety training “Traveling safely abroad” (or similar) is being offered twice per year by an external trainer starting in 2026 • Our relevant guidelines (see chapter 4.3) are up to date and published in a clearly signposted location easily accessible to all employees
Activities	
• Guidelines on addressing sexual harassment, violence and discrimination are being updated as needed and internally communicated to all employees • Staff supervisors are being offered trainings for the prevention of and dealing with sexual harassment at the workplace. • Trainings concerning sexual harassment are offered for all staff going on business travels abroad • Training on women and men in leadership (or similar) and anti-discrimination are being offered to raise awareness on biases and practices that can potentially lead to discrimination	
Responsible Unit: Personnel Development, Human Resources	

III. Health and Work-Life Balance	
Specific Objectives: • Employees can balance their work and personal responsibilities through flexible working arrangements • Employees have access to support structures for their physical and mental wellbeing • Leadership structures enable work-life balance, including for employees in management positions	Indicators: • Employee satisfaction with work-life-balance was high in a survey as of 2022. In subsequent surveys satisfaction remains high or improves, while the disparity between employees with and without a management function with respect to emotional stress is reduced by 2029. • Amount of overtime hours is reduced and/or less employees name overtime as a point of dissatisfaction in subsequent surveys
Activities	
• Guidelines on flexible and remote working arrangements (see chapter 4.4) are updated as needed and broadly communicated • Current wellbeing offers (coaching, trainings, sports membership, health day – see chapter 4.4) stay in place or are expanded upon until 2029. • New guideline on overtime has been established and communicated and will be fully operational in 2027.	

- External risk-assessment or a similar external survey that has mental and physical well-being and either work-life-balance or safety in mind is carried out again at least once by 2029

Responsible Units: Human Resources, Management Board

6 Monitoring and Resources

The **monitoring of the planned activities** will take place on an ongoing basis by the management board and HR.

Resources for the work on gender equality and non-discrimination are allocated among the Human Resources and Personnel Development. The aforementioned aspects are an integrative part of the operational business. Specific focus topics will be defined as part of the annual planning.