

THE GENDER EQUALITY PLAN (GEP) FOR THE CSCP

Working document dated 2nd January 2022

The CSCP is an international, non-profit think and do tank. Together with companies, political organisations and civil society actors, the CSCP pursues its mission to mainstream sustainability towards enabling the good life for all.

The focus of the Centre is on enabling sustainable consumption and production patterns. With its collaborative approach, the CSCP accelerates change based on the special expertise of the Centre in the following areas: Lifestyles & Behaviour, Infrastructure, Products & Services, Business & Entrepreneurship and Policy. Within these areas, we work as a think and do tank, specialising in collaborating with diverse organisations around the globe and across sectors. Together we work on the vision of a good life by identifying, developing and scaling transformative solutions.

Our team consists of colleagues from over 20 countries. So far, we have had impact with our work in over 50 countries around the globe.

Our name reflects our core work – we invest our time, energy and passion toward the good life through a collaborative and inclusive approach across our areas of expertise: Products & Services, Cities & Infrastructure, Policy, Lifestyles & Behaviour, and Business & Entrepreneurship.

Within these topics we offer our Think and Do services, working together with diverse organisations across the globe. Together we envision our future by identifying, developing, and scaling-up promising sustainable practices in order to help achieve our shared aspiration of a sustainable and resilient future.

PURPOSE OF A GEP

Despite increased efforts by different actors to ensure gender equality in the past years, it is evident that there are notable shortcomings on the implementation level. The Covid-19 pandemic made it even clearer that there is a long way to go to an equal treatment of all genders. Recent research indicates that the pandemic has had a severe effect on gender equality during 2020 and 2021. In its annual report on gender equality in the EU, the European Commission announced that “there is already ample evidence that the hard-won achievements of past years



have been ‘rolled back’ by the pandemic¹. Therefore, it is critical to act now. At the CSCP, gender equality has been an important principle from the beginning. At the CSCP we understand ‘gender’ primarily as a social construct with multiple facets. Therefore, in our understanding, gender goes beyond the either-or conventional identification as woman or man – or any type of identification. In our CSCP policy we firmly reject any form of discrimination, including particularly gender-based discrimination.

The Gender Equality Plan (GEP) of the CSCP formulates our key targets and measures to promote equal opportunities for all genders. The aim of the GEP is to achieve and maintain equal participation of everyone in their professional life at the CSCP. This includes the filling of open positions on equal terms and based on the quality of the applicants at all qualification and employment levels in every team, the reduction of the underrepresentation of women on panels and private projects, the avoidance of gender-specific disadvantages as well as raising awareness on such potential barriers at the CSCP.

At the CSCP we are already on a good path regarding gender equality. In February 2022 our staff consisted of 36 women and 26 men, 58% and 42% respectively. At the CSCP we believe in flat hierarchies. We keep a good working culture and have our own Code of Conduct that includes shared values, the right to equal opportunities, diversity, and a clear statement that no kind of harassment will be tolerated. Furthermore, we nurture a family-friendly environment with flexible working hours and the possibility to work remotely so that we can thrive in our private as well as our professional lives. The CSCP team members can rely on the “Shoulders”, an elected team of four CSCP employees who pay attention to the well-being of their colleagues and can be approached for support.

¹ 2021 report on gender equality in the EU / © European Union, 2021, page 83

The table below gives an overview on the most relevant gender-related topics and how they are dealt with at the CSCP:

Gender-related topics	Status at the CSCP	Relevance (no current issue / needs to be monitored / solved / open)	Measure
Gender Balance	Balance female / male	No current issue	Constant monitoring by data evaluation
Unequal pay	The CSCP jointly developed a team roles document that provides clarity on payment criteria independent from gender, race etc. With this we aim to make sure that all employees have the same access to opportunities.	No current issue	Payment aligned with the Public Sector Collective Agreement
Awareness of gender inequalities	Clear statement in our CSCP policy.	Open	Trainings for all CSCP members to raise awareness of gender inequalities / CSCP survey to get a better understanding what the team needs regarding gender equality
Women are promoted less often than men	The CSCP management team consist of three women and two men.	Needs to be monitored	Personnel planning twice a year starting in 2022 so we can keep a good balance.
Fear of asking to be paid what you're worth	Internal feedback culture to strengthen the individual's perception of	No current issue	Option to include Head of Units (HoU) in contract talks for more perspectives, plus payment aligned with team roles.

	their own performance.		
Incidents of harassment and discrimination	Since the founding of the CSCP no case of harassment or discrimination.	No current issue	Zero tolerance, open culture, feedback training and “Shoulders” to ensure that negative experiences can be voiced and conflicts settled.
Use of gender-inclusive language	Not implemented yet in a consistent way	Open	The GEP team will set up guidelines for the use of gender-inclusive language at the CSCP by the end of 2022
Difficulties in aligning professional and private situations	The CSCP offers great flexibility: part-time working, flexible working hours, and a flexible switch between office and home-office	No current issue	

Despite the progress and measures set out above there is still room for further improvement. These fields of improvement are set out as part of our goals for the time period 2022 – 2027:

- 1. Raise awareness on gender inequality in our daily and work life (applicable to all CSCP employees)**
- 2. Implement a gender-inclusive language in our written and spoken English and German conversations, presentations and correspondences**
- 3. Conduct personnel planning twice a year**
- 4. Get a better overview over the needs of the CSCP team regarding gender equality**
- 5. Strengthen competence on legal and general HR topics such as parental leave, maternity protection, etc.**

Targets and measures in detail:

Target 1: Raise awareness on gender inequality in our daily and work lives for all CSCP employees

Measure 1:

In order to successfully raise awareness on gender inequalities it is important to offer our employees regular trainings on the topic. This can be in the form of workshops, brown bag meetings with staff members or external professionals, presentations by the gender equality team in our Coordination Meetings or other creative formats (quizzes or short films) to sharpen our view on the topic. These events should be carried out regularly, but at least 4 times a year, and it will be mandatory for all CSCP members to join at least one of those events. The Gender equality team will provide a list of events in the beginning of every year.

The trainings could be used not only to raise awareness of imbalances, but also help empower every individual in our organisation to deal with and tackle these inequalities. In the process of our data evaluation, we found out that ongoing projects in the private sector are still dominated by men. We have to evaluate now why this still is the case and what we can do to find a good balance for these kinds of projects as well. This can be done by using the HR-survey (target 4) as an instrument to get feedback directly from our team members.

All measures will be recorded where it is possible and will be provided to CSCP newcomers so that we are all on the same level of understanding the importance of gender equality in our organisation and in general.

New and more precise guidelines for our panel discussions will need to be set up by the GEP team as well in order to make sure that we have a good balance regarding the gender and competence of our panel participants.

Target 2: Implementing a gender-inclusive language in our written and spoken communication in English and German by the end of 2022

Measures 2:

Language use does not only convey realities, it also helps construct them in the first place. By introducing a gender-inclusive language in our written and spoken communication we show that we are strongly

committed to gender equality. As part of this, the CSCP will set up a guideline for the use of gender inclusive language. The CSCP will introduce guidelines how to avoid gendered language and institutionalise the new practice through a series of workshops. The key goal will be to make a gender-inclusive language the norm in all upcoming written, verbal and visual communications.

Target 3: Personnel planning twice a year starting in 2022

Measures 3:

To create a good gender balance but also a competent team, we are planning to monitor personnel distribution throughout all CSCP teams and make adjustment where needed. This will also influence our recruiting, namely by looking that hiring decisions are also based on a good gender balance in addition to the competence criteria.

Starting from the beginning of 2022, we will carry personnel planning twice a year – in the beginning and in the middle of the year.

Target 4. Get a better overview on the needs of the CSCP team members regarding gender equality

Measure 4:

Our Shoulders carry a survey with the entire CSCP team every second year in order to measure the team's wellbeing and detect areas for improvement. As of 2022, new questions related to gender equality will be added to the survey. The Shoulders will work on the specific questions and can include other team members as well. Every team member will have access to the results of the survey, which will be shared as part of our Coordination Meetings. There will also be opportunities for discussion and improvement, if needed.

Target 5: Strengthen competences on legal and general HR topics such as parental leave, maternity protection, etc.

Measure 5:

To be able to best support CSCP employees on questions regarding maternity protection, parental leave, etc. we aim to raise our internal capacities by extensively training a CSCP team member on the topic.

Appendix

Working Culture & Code of conduct at the CSCP

Our Code of Conduct has been in place since 2019 and represents what the CSCP stands for. From the beginning, topics closely related to gender equality such as a no-harassment and no-bullying policy and the importance of a sustainable work-life-balance have been at the core of our values:

Shared Values

Sustainability is our passion and we are here to have a positive impact. We are committed to a bigger goal – this is what unites and guides us. We respect, trust, support and rely on each other, and we treat our clients and partners the same way. We are mindful of our weaknesses, and we focus on each other's strengths.

Cooperation, Collaboration, and Partnerships

We think as individuals, but work collaboratively. We connect the dots, think beyond our projects, and trailblaze new paths. We match the right ideas with the right people to create the impact that really matters internally and externally.

Equal Opportunity and diversity

At the CSCP, we believe in equality. We invite new team members based on their skills, passion and willingness to work towards our mission and vision, no matter their gender, race, sexual orientation, disability or anything else that appears to set us apart. We enjoy the diversity that all people bring on board. Therefore, we do not accept any form of discrimination!

Open Door Organisation

We pride ourselves on being open.

If anyone of the CSCP members has a question, an idea or a suggestion that could positively influence our work, they should not hesitate to talk to their colleagues, Head of Unit, Michael Kuhndt or the "Shoulders" about it.

Harassment, Discrimination, and Bullying

The CSCP does not allow harassment or bullying in any form – verbal, physical, or visual. We treat each other with courtesy and respect even when we disagree. If any of us feels uncomfortable with the way they are being treated by anyone, we encourage to seek advice and help from the Head of Unit, Michael Kuhndt or the "Shoulders".

Work–Life Harmony

At the CSCP, we live up to the social hallmark of sustainability and pride ourselves for our exemplary family–friendliness. We nurture an environment in which people thrive in their private as well as professional life.

Sustainability is an everyday practice

Sustainability is what moves us every day and we are committed to living and working sustainably. Therefore, we try to reduce our individual and collective footprint while increasing our handprint. We don't judge, blame or shame each other when we fail to meet our goals. Instead, we can learn from our own behaviour and actions to come up with new creative ideas to scale–up sustainability.