



## **GENDER EQUALITY PLAN (GEP)**

Version 1 · January 2022



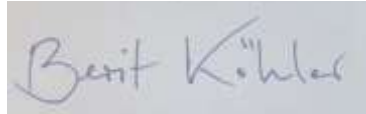
## Credits

This first GEP of SER Europe has been prepared by the Program Office (Jordi Pietx, Program Manager) under supervision by the Board of Directors. The GEP has been adopted by the Board of Directors on 27<sup>th</sup> January 2022.

January 2022

## Introduction

The Society for Ecological Restoration Europe, its board, staff, and membership recognize the importance of a gender policy, endorse this Gender Equality Plan and subscribes to the objectives, targets and measures further elaborated in this report.

A rectangular box containing a handwritten signature in blue ink that reads "Berit Köhler".

Jordi Cortina-Segarra  
Chair

Berit Kohler  
Secretary

Kris Decler  
Treasurer & EU Liaison

This plan goes in effect on 27/01/2022

[Link to GEP on SER Europe website](#)

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# 1 GEP PROCESS REQUIREMENTS<sup>1</sup>

## 1.1 DEDICATED RESOURCES

Funding for gender equality positions or teams: a budget is provided for the execution of the tasks below.

Reserved time for others to work on gender equality: SER Europe Program Manager (PM) has set aside time in his annual planning. Action points and plans can be discussed in the SER Europe Board meetings.

## 1.2 DATA COLLECTION AND MONITORING

Data on sex or gender of staff across roles and leadership: The PM creates an annual overview and shares these data with the Board and membership of SER Europe.

Annual reports and evaluation of progress and outcomes: a global overview is provided in SER Europe Annual Report. The Program Office (PO) and the PM keeps data on other matters, such as recruitments, trainees, work groups...

**Every year SER Europe gender plan is evaluated, based on new data and the needs of the Society.**

New data and insights into the needs can be obtained by:

- online surveys (anonymous or otherwise)
- focus groups
- strategic workshops
- ongoing pulse surveys
- feedback opportunities following the introduction of specific measures.

We try to achieve putting the collected data and the new knowledge at the basis of the ActionPlan for several purposes: awareness-raising, action design, negotiation.

## 1.3 TRAINING AND CAPACITY BUILDING

Whole organization engagement: specific topics can be discussed at info moments.

Tackle gender biases of people and decisions: training or webinars can be provided on this subject.

Joint action on specific topics: actions can be discussed in SER Europe Board, other Society members can participate in this depending on the needs.

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<sup>1</sup>Requirements listed in Horizon Europe's EU Research & Innovation Programme 2021-2027

## 1.4 DIVISION OF ROLES

HR: SER Europe personnel recruitment is a management responsibility of the PM, supervised by the Executive Board and overseen by the whole of SER Europe Board.

Communications & Planning: the C&P activities are a management responsibility of the PM, supervised by the Executive Board and overseen by the whole of SER Europe Board.

Management Team: Jordi Pietx is acting Program Manager, the rest of the team consists of temporary contracted staff for specific projects, and voluntary members of the Board.

Internal confidant: Board member Ms. Sabine Tischew, s.tischew[at]hs-anhalt.de.

Diversity supervision Board member: Ms. Alice Nunes, amanunes[at]fc.ul.pt.

## 2 CONTENT AREAS: OBJECTIVES, TARGETS AND MEASURES

The objectives, targets and measures of this Gender Equality Plan are **SMART**:

**Specific** – the objectives and measures should answer to basic questions: what, why, how, who, when and where.

**Measurable** – establish quantitative and/or qualitative indicators and respective targets.

**Attainable** – make sure the objectives and measures are not out of reach and that it can be achieved (even if requiring more efforts).

**Realistic** – ensure that the objectives and measures are relevant for the organisation and that they are feasible within a certain timeframe and within the available resources.

**Time-related** – indicate when the objectives and measures can be achieved

The content areas<sup>2</sup> consist of:

- work-life balance and organisational culture
- gender balance in leadership and decision-making
- gender equality in recruitment and career progression
- integrating the gender dimension into research and teaching context
- measures against gender-based violence, including sexual harassment

## 2.1 WORK-LIFE BALANCE AND ORGANISATIONAL CULTURE

Issue to be addressed	Objectives	Measures - Indicators	Intermediate targets	Timeline	Division of responsibilities	Problems encountered during implementation	Strategies to solve the problems
Neutral language and communication	We opt for more neutral language, through official messages and via social media. All internal and outgoing communication is genderless	by sample: 20 documents will be screened (mail, intranet, website, social media, ..), 15 have to be gender neutral	75% of sampled documents have to be gender neutral	Immediate effect	PM		
	Communicating the current figures about the following on the intranet so that they are known within the organization: <ul style="list-style-type: none"> <li>o gender balance in managerial and other organization-orientating functions (program coordinators, MT, ...)</li> <li>o gender balance board of directors</li> <li>o gender balance work groups</li> <li>o gender balance trainings and events</li> </ul>	Annual figures of team diversity policy, internal figures	Every employee / member can look up the relevant figures at any time and knows where to look for them	June 2022	PM		
Awareness of the importance of gender equality as a part of SER Europe's mission	Making gender balance constitutional at all levels of work	Annual survey on welfare includes questions about gender equality			PM, Board of Directors	Difficult to formulate a target	



Pursue pay equity among employees	Striving for equality in pay according to job content, regardless of gender	Internal promotion if there is a gap between performed tasks and level of function (rank)	Equal pay for equal work	Annual function weighings	Board of Directors		
Flexible working arrangements	The employee can adjust his/her working hours to his private situation without permission from a manager	Embedded in the work regulations document	Flexible hours for each employee	Immediate effect	Executive Board		
Childcare	The employee has flexible hours to fully care for their child(ren) and has childcare during school holidays so that it does not affect his/her performance at work	Embedded in the work regulations document	The employer must provide daycare for children during school holidays, flexible hours for each employee	Immediate effect	Executive Board		

## 2.2 GENDER BALANCE IN LEADERSHIP AND DECISION-MAKING:

Issue to be addressed	Objectives	Measures - Indicators	Intermediate targets	Timeline	Division of responsibilities	Problems encountered during implementation	Strategies to solve the problems
Numerical gender inequality at the management level	Target the number of women in management positions and board of directors to, at least, 50%	Proportion of women in management positions and board of directors	Minimum 50% of women in management positions and board of directors		Board of directors	Small size of association increases challenge of 50% staff - Currently 64% women at Board of directors	
Unconscious bias training	Spreading awareness of unconsciousness bias to all employees, regardless of rank	Proportion of employees following an unconsciousness bias training	100% of employees followed an unconsciousness bias training	2024	PM, Board member responsible for courses and training		On-line course of Trinity College Dublin <sup>1</sup>
Workload management for staff, board of directors and volunteers	Taking into account the family situation of both female and male members of staff, board of directors and volunteers regarding their tasks and activities	In the context of Board and staff meetings plan strategies and solutions to facilitate tasks.	Ensure ways for participation in activities and decision compatible with family situation.	2023	PM, Board of directors		

<sup>1</sup> [https://www.tcd.ie/tcge/international-projects/SAGE/creating\\_a\\_gender\\_sensitive\\_institution/unconscious\\_bias.php](https://www.tcd.ie/tcge/international-projects/SAGE/creating_a_gender_sensitive_institution/unconscious_bias.php)

## 2.3 GENDER EQUALITY IN RECRUITMENT AND CAREER PROGRESSION

Issue to be addressed	Objectives	Measures - Indicators	Intermediate targets	Timeline	Division of responsibilities	Problems encountered during implementation	Strategies to solve the problems
Gender equality amongst SER Europe staff, board and volunteers	SER Europe's target for the number of women is 50% for the general workforce and 50% in managerial positions.	Annual figures of team diversity policy, internal figures	50% women in the general workforce, 50% women in managerial positions	2025	Executive Board, Diversity supervision Board member	Small size of association increases challenge of 50% staff	
Language and communication in vacancies	For vacancies, we always use a neutral term for the job title	By sample	100% of vacancies have neutral terms for the job title	immediate effect	PM		

	<ul style="list-style-type: none"> <li>• Check whether all questions and selection criteria are gender neutral.</li> <li>• The composition of the jury is balanced, both among the substantive jury members and the general composition. Everyone pays attention to different qualities and search for the most suitable candidate.</li> <li>• When there is an equal score among candidates in the recruitment procedure, the female candidate will be chosen until a balanced distribution of both sexes among the SER Europe employees is achieved.</li> <li>• Since women are more likely to be deterred than men from a long list of requirements for a position, we include the following in vacancies: "If you do not meet one or more of the competences listed below, do not let this immediately put you off. Call or email us to coordinate more specifically, so that we can personally assess your candidacy further".</li> </ul>	Check questions and selection criteria by sample	100% of the questions/criteria in selections are gender neutral, juries are balanced 50/50	immediate effect	PM, Executive Board,		
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## 2.4 INTEGRATING THE GENDER DIMENSION INTO SER EUROPE ACTIVITIES CONTEXT

Issue to be addressed	Objectives	Measures - Indicators	Intermediate targets	Timeline	Division of responsibilities	Problems encountered during implementation	Strategies to solve the problems
Make SER International Code of Ethics known by SER Europe Community	SER International Code of Ethics (annex) establishes gender and other ethical principles of value to be known	Knowledge of Code of Ethics existence by membership	+50% membership knows and has read the Code of Ethics	2024	PM, Board of directors, Membership		
Making women's contribution visible	During presentations and events both female and male employees can be chosen as a spokesperson, aiming at least to 50% women annually	Equal number of internal female and male speakers	50% female spokespersons	Immediate effect	Board of directors		
	Use different media and communication tools to increase women's visibility in ecological restoration	by sample	As much as possible	Immediate effect	PM, Board of directors, Membership	Difficult to set a quantitative target	
	Create a gender-balance at training activities	Proportion of female external lecturers	Minimum 50% female external lecturers	Immediate effect	PM, Board of directors, Membership		
Establish and support women at work groups	In the composition of steering groups, networks, advisory councils ..., we strive for a good gender balance. We make employees aware of this internally so that this becomes an automatic reflex	Proportion of females in steering groups, networks, advisory councils	Minimum 50% females in steering groups, networks, advisory councils		PM, Board of directors, Membership		

## 2.5 MEASURES AGAINST GENDER-BASED VIOLENCE, INCLUDING SEXUAL HARASSMENT

Issue to be addressed	Objectives	Measures - Indicators	Intermediate targets	Timeline	Division of responsibilities	Problems encountered during implementation	Strategies to solve the problems
Increase safety and security among female and LGTBI staff	Highlighting the articles in the employment regulations regarding - threats, violence, unwanted sexual behavior at work or bullying	Proportion of violations of work regulations	no incidents	Immediate effect	PM, Diversity supervision Board member	difficult to measure/set targets	
	Clarify which procedures apply and how they work with regard to threats, violence, unwanted sexual behavior at work or bullying		All employees know the procedures and Board is aware of them	Immediate effect	PM, Diversity supervision Board member	Difficult to measure	
	Make it clear that victims of threats, violence, sexual harassment at work or bullying are not alone and have contacts to help them through every part of the process, from conversations with counselors to legal prosecution	Survey internal communication including a question on knowing confidential advisers	Know the procedure, know internal confidential persons	Immediate effect	Diversity supervision Board member, Internal confidants (Board members)		

## ANNEX – SER INTERNATIONAL CODE OF ETHICS<sup>2</sup>

### Preamble

*"The Society for Ecological Restoration advances the science, practice, and policy of ecological restoration to sustain biodiversity, improve resilience in a changing climate, and re-establish an ecologically healthy relationship between nature and culture."*

– SER mission statement

We serve all those who engage in restoration: researchers, practitioners, experts and volunteers. We aspire to constant learning, openness to many forms of knowledge, humility and perseverance in the face of ecological challenges, and honesty and responsibility in our practice.

As a relatively young science and practice, the ecological restoration community is coming to terms with rapid environmental, ecological and cultural changes. Our understanding of ecosystems and how to assist their recovery is constantly evolving.

This work takes courage and a willingness to live with complexity and uncertainty. There are difficult choices involved in addressing the needs of ecosystems, people, animals, plants and other organisms.

We know that the health of human communities depends on the health of ecosystems, and that our human communities thrive when our ecosystems thrive.

This Code of Ethics guides the conduct and work of SER members, boards and staff. We uphold this code and hold each other accountable to advance the science and practice of ecological restoration, develop and use knowledge pertaining to restoration, serve as an ambassador of SER, promote fairness and equality, and maintain high standards of conduct in our activities.

### Advance Ecological Restoration

- We advance the field of ecological restoration by promoting competence, high standards, professional development and the sharing of knowledge.
- We encourage education, research and the exchange of ideas as part of a community of practice in the continuing development of the art, practice and science of ecological restoration for members, the public and the ecosystems we serve.
- We actively encourage the sharing of ideas, techniques and products to spark innovation and advance the field.
- We widely share achievements and failures, discoveries and inventions through mediums and channels that are accessible to restoration scientists, practitioners and the public.

### Develop and Use Knowledge

- Since we realize that all forms of knowledge have value, we base our decisions on the following: scientifically-derived information; local and traditional ecological knowledge; project-derived outcomes; and other available knowledge and experience.
- We share our processes, decisions and project outcomes in a transparent and accurate manner to the extent possible.
- We behave honestly and with integrity in all aspects of generating and disseminating accurate information.
- We actively acknowledge all sources of information used in our work.
- We seek permission for the use of unpublished data or methods and disclose the context in which they will be used.

<sup>2</sup> <https://www.ser.org/page/CodeofEthics>

## Serve as Ambassador

- We uphold the dignity and integrity of SER and the field of restoration by being honest, respectful and responsible.
- We serve as spokespersons for SER only when and as authorized.

## Promote Fairness and Equity

We are committed to building a fair and equitable profession by:

- honoring local partners through respect of their knowledge, engaging them through two-way communication, and building local capacity when possible. We are committed to communication our work to diverse audiences. We are also committed to listening to and learning from local partners, including soliciting input and feedback.
- applying a critical lens to SER's programs and practices in order to unearth structural racism internally, and across economies, policies, and partner institutions.
- promoting practices that respect cultural diversity and support sustainable livelihoods in the same way we respect ecological diversity.
- committing to becoming an anti-racist organization, working to end racism by consciously and proactively recognizing, interrupting, and stopping racism within our sphere of influence.
- treating people fairly. We will not allow barriers to social inclusion to affect our work, including prejudice and discrimination against people because of their sexual orientation, gender identity and expression, race, ethnicity, culture, national origin, social and economic class, educational level, color, immigration status, sex, age, size, family status, political belief, religion, mental ability, and physical ability.
- actively promoting and emulating respectful behavior. This includes recognizing, exposing, and fighting abuse of power and authority, including bullying and harassment of any kind. Harassment includes, for example, unnecessary scrutiny or attack, threats of violence, unwelcome sexual attention, discriminatory jokes and language, and advocating for or encouraging the above behavior.

## Standards of Conduct

- We abide by and support the advancement of the policies, rules, regulations and laws that govern our professional and volunteer activities.
- We accurately represent our qualifications, credentials, capabilities, experience and knowledge.
- We encourage open and direct dialogue to resolve conflicts and disagreements, respecting the reputation, prospects and practices of others.
- We endeavor to identify and avoid any conflicts of interest by proactively disclosing any real, potential or perceived conflicts.
- We use our best informed judgment for decision-making.
- We protect proprietary or confidential information that has been entrusted to us.
- We avoid fraud, deception and misuse of information.
- We take responsibility for our work and work done under our direction or supervision.
- We undertake ecological restoration projects in which we, and those with whom we collaborate, are qualified by education, training or experience.
- We exercise care to minimize or avoid adverse ecological consequences.
- Because ecological restoration sometimes involves causing harm (e.g., removal of invasive species) to achieve greater ecological benefits, we believe difficult choices should be acknowledged, aired and undertaken with care.

*Revised 2020*

*Note: The Society provides other guidelines and principles for specific audiences to complement this Code of Ethics.*