

A black and white photograph of several hands clasped together in a supportive grip, overlaid with a large red rectangle containing the title text.

GENDER EQUALITY PLAN

1. INTRODUCTION

Bruegel is a non-profit international association under Belgian law with the purpose to provide independent, non-partisan and high-quality research-based analysis and recommendations of relevance for European policy makers, on economic and financial issues of general interest.

Bruegel values and promotes gender balance and currently (September 2021) has a gender balanced leadership at the management and board level. Being an organisation striving for high quality and independence, we value diversity of views at our events and in our research.

Bruegel's management adopts this Gender Equality Plan (GEP), with the purpose of taking stock of gender balance at Bruegel and providing **guidance and practical steps** on future commitments. It is made available *internally*, for all staff members involved in the planning, steering, and monitoring of activities at Bruegel and *externally*, on Bruegel's website.

For an effective monitoring and implementation effort, the GEP is aligned with our institutional operations which we identify here as "levers" or "focus areas":

- **Recruitment & Retainment**
- **Research and Publications**
- **Events and Convening**
- **Governance**

2. FOCUS AREAS

2.1. Recruitment & Retainment

Bruegel hiring decisions aim to be based on merit and qualification of the applicant for the job. We aim for gender-balanced shortlists of applicants but do take into account constraints from the pool of applications. Women are always part of the recruitment committee with the aim to ensure fair and unbiased assessments of the merits of each candidate. Committees that recruit senior research profiles include women but remain unbalanced at 60-40 % in favour of men (which can be due to the lower number of women in senior researcher positions). For more junior profiles and non-research positions, recruiting committees often constitute more women than men.

Bruegel is quite gender-balanced when it comes to its staff composition (esp. non-research staff). In recent years, much progress has been made towards a more gender-balanced research team. Notably, between the years 2019 and 2020, **six** women researchers (four Non-Resident Fellows and two Visiting Fellows) were added to the research team at Bruegel.

While aggregate staff composition remains gender-balanced, female representation in the research team stands at 33%. This also reflects the external environment of Bruegel in the area of economics

and finance, in which large parts of the profession at senior level remains male dominated. For example, many ECON departments of universities across the world have significantly lower shares of woman professors¹. We aim to further increase the share of female researchers.

The ‘recruitment and staffing’ metrics we track are shown below.

Data that we track already are indicated with a check mark:

RECRUITMENT AND STAFFING: KEY METRICS

- gender composition of the total workforce (research vs non research) ✓
- workforce composition by job level and job category ✓
- gender composition of interview panels ✓
- rates of progression and promotion by gender
- attrition rates by gender (to see loss of jobs that are not replaced or replaced by another gender)

Box 1: Recruitment and Staffing: Key Metrics

2.2. Research and Publications

Bruegel researchers are encouraged by the Director and Deputy director to consider including a gender lens into their research projects when that is of relevance and data is available.

For example, under Bruegel’s new workstream on [Future of Work](#), selected publications focus on “Gender discrimination at work in Europe: the role of tech” and data collection efforts will feature gender disaggregated data.

Currently, all research output by Bruegel experts is internally monitored in a shared workspace. Going forward, we aim at tracking the following metrics internally:

RESEARCH AND PUBLICATIONS: KEY METRICS

- number of research papers featuring gender-lens/ gender data to be published per year
- number of papers co-authored/ authored by women
- number of female guests on the Bruegel Podcast

Box 2: Research and Publications: Key Metrics

Externally, as part of the [BBBeyond](#) project co-led by Bruegel, we also undertook a research project into think tank activities, focusing on gender representation in publications. The research output will show

<https://www.bruegel.org/2018/03/how-many-female-economist-professors-in-top-european-universities/>

the number of women featured on our publications, pieces authored solely by women, and the number of blogs co-authored by women (to be published October 2021).

2.3. Events and Convening

Bruegel has made huge progress in the last decade in increasing the number of female speakers. Diversity of research approaches and opinions on the topic discussed is central for the success of a Bruegel event. We value gender diversity of speakers and moderators. Moreover, we demonstrate our commitment to gender equality at events and track relevant data on gender balance between speakers at public and closed-door events. The data is shared as part of Bruegel’s Outreach Report, which is a key document assessing our impact and it is disseminated to all Bruegel members.

In line with GDPR regulation, Bruegel also maintains a database of female speakers and top women influencers in the EU, which helps create a balanced list of speakers for any Bruegel event.

We aim to continue improving our gender balance at events and track a number of data. Data that we track already are indicated with a check mark:

EVENTS AND CONVENING: KEY METRICS

- percentage of women **speakers** at Bruegel events ✓ (external and internal experts)
- percentage of women moderators at Bruegel events (external and internal experts)
- percentage of manels ✓
- percentage of gender balanced panels (incl. featuring a higher number of women)

Box 3: Events and Convening: Key Metrics

2.4. Governance

Positions of leadership hold the ultimate responsibility for driving change within an organization, so it bodes well for us that Bruegel already has a gender-balanced [leadership](#)- 50% female representation in Management and 55% in the Board. The senior management aims to continue influencing the decision-making organs of Bruegel to keep these figures stable.

We present below some key metrics we should track for the ‘governance’ focus area.

GOVERNANCE: KEY METRICS

- Female representation in the Board, Management ✓
- Female representation on the Scientific Council ✓

Box 4: Governance: Key Metrics

3.ACCOUNTABILITY AND IMPLEMENTATION

In order to ensure monitoring and accountability, Bruegel will set in motion the following steps (during 2022):

- Centralise and maintain all existing data tracking efforts in a **shared database**, updated by the teams in charge as set out above in Table 1. This ‘shared’ platform will also be subject to **periodic feedback and evaluation** (potentially yearly) by Bruegel’ management.
- Establishing a **‘gender taskforce’/ internal working group** within Bruegel, identifying ‘gender ambassadors’ from each team (communications, development, operations, research). The primary objective of the taskforce would be to report to the management annually regarding the efforts that were made to achieve our gender outcomes.
- Develop a **stand-alone report on gender** (similar to what we already do in the Outreach report) or in **Bruegel’s Annual report** as a distinct section. In any form, the report should contain some important metrics that track progress.

Overall, we consider it essential to **move away from the mindset of “how many women”** and ensure that our efforts are geared towards finding ways of engaging equally qualified women and men in all aspects of our organisation. We aim to ensure participation of men in our diversity efforts and avoid polarisation of the team on the matter. Above all, we want to ensure equality of treatment based on merit and an inclusive culture that considers gender diversity as an asset to the strength and performance of teams. As an organisation, we are convinced that our success crucially hinges on the diversity, commitment and engagement of our entire team.