



Gender Equality Plan

2021

greendelta

sustainability consulting + software

Gender Equality Plan 2021

GreenDELTA

Gender Equality Plan at GreenDelta

Version 1.6

September 2021

Authors: Claudia Di Noi, Thaís Veiga Barreiros, Andreas Ciroth (all GreenDelta)

Cover photo by Claudia Di Noi

1 Introduction

Gender equality refers to “the equal rights, responsibilities and opportunities of women and men and girls and boys”¹. This is a crucial prerequisite for society sustainable development and, as such, it concerns both men and women and can be achieved only with the engagement of both¹. This concept acknowledges the importance of considering the needs, rights and interests of men and women in any aspect of our professional and private life. Same possibilities should be available to any person regardless of the gender and any other personal characteristics.

GreenDelta strives for gender equality and avoiding any discrimination, e.g. based on sex, religion, sexual orientation, nationality, ethnicity.

All employees shall be given the same opportunities to develop as professionals and human beings.

This Gender Equality Plan (GEP) analyses the state-of-the-art of gender equality at GreenDelta, identifies challenges and targets to be achieved in the short- and long-term, and finally defines monitoring actions and indicators for the GEP.

This report is structured according to three main sections:

- Analysis: state of the art at GreenDelta,
- Targets and actions, and
- Monitoring.

¹United Nations. Available at: <https://www.un.org/womenwatch/osagi/conceptsanddefinitions.htm> lats accessed: 03.08.2021

2 Analysis: state of the art at GreenDelta

This chapter reports on different aspects related to gender equality in the Company. Data presented are referred to August 2021.

2.1 Gender distribution in the company

As of August 2021, 39% of employees at GreenDelta are women, see Table 1. The main disparity is visible in the distribution of software developers that are all men; however, in the consulting group, women account for the majority of employees.

Table 1: Gender distribution per working category in the Company

Category	Women (%)*	Men (%)*
Director	0%	100%
Sustainability consultant	67%	33%
Software developer	0%	100%
Communication	100%	0%
Administration	100%	0%
Working student	0%	100%
Intern	50%	50%
Total	39%	61%

*Percentages are referred to the number of employees per category

As reported in Table 2, 40% of senior positions are covered by women in the field of sustainability consulting and administration. The remaining 60% sees men in senior positions for sustainability consulting and software development. All intermediate positions are occupied by men, while 80% of junior employees are women recently employed and that are foreseen to professionally grow to achieve higher positions in the next years. Since junior position, all employees regardless of gender are given full responsibilities and lead from smaller to larger tasks in projects.

Table 2: Gender distribution per position in the Company

Position (excluding students and interns)	Women (%)*	Men (%)*
Leadership (director)	0%	100%
Senior	40%	60%
Intermediate	0%	100%
Junior	80%	20%

*Percentages are referred to the number of employees per position

2.2 Salary

All employees with same qualification receive equal pay for equal working time and work. GreenDelta commits to avoid a gender pay gap also in the future.

2.3 Contractual relationships

All employees have a permanent contract, except for one woman that will be employed with a permanent contract at the end of a probation period (see Table 3). Employees are employed either with full-time or part-time contracts, depending exclusively on employees' needs.

Table 3: Contractual relations in the Company

Type of contract (excluding students and interns)	Women (%)*	Men (%)*
Permanent	83%	100%
Limited	17%	0%
Full-time	83%	75%
Part-time	17%	25%

*Percentages are referred to the respective number of women and men in the Company

2.4 Parenthood

Maternity and paternity leaves are guaranteed according to German law². After the completion of parental leave, employees are provided with the same responsibilities and working time as before the leave, unless differently agreed with the employer concerning working hours.

Working time is flexible in order to enable reconciliation of work and family life.

2.5 Internationality

GreenDelta welcomes cultural and national differences. The Company currently brings together 18 persons from 10 different Countries. The following languages are spoken at GreenDelta: German, English, French, Italian, Spanish, Portuguese, Russian, Arabic, Hindi, Urdu, Korean, Indonesian. Although the main working language is English, employees are also involved in projects with their countries of origin where the use of local language is highly valued.

²Bundesministerium für Familie, Senioren, Frauen und Jugend. Available at: <https://familienportal.de/familienportal/meta/languages/family-benefits>. Last accessed: 04.08.2021

3 Targets and actions

No specific gender biases could be detected from the previous analysis of the state of the art. However, it should be noted that the number of men in the company is currently higher than women (61% vs 39%) and that a larger share of men covers higher positions, such as senior and intermediate levels. This disparity is due to the fact that all software development positions are occupied by men. Long term career plans can contribute to increase the number of women in higher positions, as suggested in Chapter 3 Targets and actions.

GreenDelta values the competence of employees, provided that women and men have the same opportunities to achieve the same competences through their study and professional life. As unfortunately a number of biases that prevent all persons to have the same opportunities regardless of the gender are still present in our society,^{3,4} GreenDelta commits to a number of targets to strengthen and maintain the already positive aspects (e.g. in the field of sexual harassment and work life balance) and improve the weak ones in the Company, and contribute to gender equality in society development.

Five key areas can be identified to propose targets and actions for GreenDelta:

- Recruitment and career development;
- Leadership and decision-making;
- Gender perspective;
- Reconciliation of professional and personal and family life;
- Sexual harassment.

³ D. Hruby. Sexism is still a problem for German research. Nature 567, S60-S62 (2019) doi: <https://doi.org/10.1038/d41586-019-00919-y>.

⁴ A. Hegewisch and V. Lacarte. Gender Inequality, Work Hours, and the Future of Work. Institute for Women's Policy Research (2019) https://iwpr.org/wp-content/uploads/2020/07/C486_FOW-Work-Hours-Report.pdf

3.1 Recruitment and career development

Target	Actions to achieve target	Timeline	
		Short-term (by the end of 2021)	Long-term (by the end of 2024)
Promoting gender balance in the software development group	❖ Advertise intern and working student IT positions in University platforms to address a large number of candidates		x
	❖ Promote recruitment of female IT interns and working students to contribute to IT professionals of tomorrow		x
	❖ Promote open IT positions via GreenDelta channels (LinkedIn, website, Twitter) to address a large number of candidates. To promote Gender Equality in this area, preferences will be given to women, given equal competences of the candidates	x	x
	❖ Disseminate the work of the software development team via GreenDelta channels (LinkedIn, website, Twitter) and other means of communication (e.g. newspapers, University blogs) to bring IT closer to future potential IT students and professionals		x
	❖ Shortlist IT job applicants ensuring gender balance	x	x
Applying gender-sensitive recruitment procedures	❖ Ensure that all positions are open to any gender (w, m, d)	x	x
	❖ Shortlist job applicants ensuring gender balance	x	x
	❖ Conduct job interviews by applying an inclusive and non-discriminating language (i.e. focus only on the competences of the candidates and not on family status/wishes, sex, sexual orientation, nationality, etc.)	x	x
Equal pay for equal work	❖ Keep on paying equal salary for equal work and working time	x	x

Target	Actions to achieve target	Timeline	
		Short-term (by the end of 2021)	Long-term (by the end of 2024)
Promoting gender balance in the Company	❖ Commit to achieve gender balance in the Company within the next 4 years		x
Promoting equal competence development in the Company	❖ Ensure that junior employees are guided in the first employment period by a mentor	x	x
	❖ Ensure that junior employees receive adequate training in the field of consulting and/or software development		x
	❖ Ensure that opportunity of professional and personal growth is given to junior employees to achieve higher positions	x	x
	❖ Discuss competence development among employees and in annual individual employee/employer meetings	x	x

3.2 Leadership and decision-making

Target	Actions to achieve target	Timeline	
		Short-term (by the end of 2021)	Long-term (by the end of 2024)
Promoting women in leading positions	❖ Increase number of female employees leading national and international projects		x
	❖ Promote professional growth of female employees from junior to senior positions		x
	❖ Support the reconciliation of leading project activities and family life regardless of gender	x	x
Incorporating gender perspective in decision-making	❖ Ensure the consideration of rights, interests and needs of female and male employees when taking decisions at Company level	x	x
	❖ Promote a focus on social impacts on women when performing sustainability assessment in projects		x

3.3 Gender perspective

Target	Actions to achieve target	Timeline	
		Short-term (by the end of 2021)	Long-term (by the end of 2024)
Eliminating gender biases	❖ Promote the use of an inclusive language in the Company	x	x
	❖ Promote the importance of gender equality in Company meetings	x	x
	❖ Condemn the use of stereotypes in the Company, e.g. based on gender, nationality, sexual orientation, religion and any other personal characteristics	x	x
	❖ Ensure that employees have the chance to comment on the Gender Equality Plan	x	
	❖ Appoint two responsible persons for monitoring gender biases	x	x
	❖ Appoint two responsible persons to collect employees' complains related to any discrimination and gender inequality	x	x
Ensuring gender balance in Company events	❖ Promote gender balance in Company's participation to conferences and other events		x
	❖ Consider the needs of female and male employees when organizing Company meetings	x	x

3.4 Reconciliation of professional and personal and family life

Target	Actions to achieve target	Timeline	
		Short-term (by the end of 2021)	Long-term (by the end of 2024)
Parenthood	❖ Encourage both men and women to take parental leaves	x	x
	❖ Consider the needs of parent-employees when scheduling meetings and Company events	x	x
	❖ Enable flexible working time, including remote-working	x	x
	❖ Keep contact with employees that are on parental leave	x	x
Work life balance	❖ Enable flexible working time, including remote-working, regardless of family status	x	x
	❖ Consider the needs of female and male employees when organizing Company meetings	x	x
	❖ Discourage overtime and, when this occurs, enable employees to get back the extra-time	x	x

3.5 Sexual harassment

Target	Actions to achieve target	Timeline	
		Short-term (by the end of 2021)	Long-term (by the end of 2024)
A work environment free of any sexual harassment	❖ Encourage employees to report any case of sexual harassment to the leadership, another employee or the appointed person for monitoring gender biases	x	x
	❖ Encourage employees to report any case of colleagues incurring sexual harassment	x	x
	❖ The leadership takes action in the event of a report on sexual harassment (e.g. investigation of circumstances, lawsuit, termination of contract)	x	x
	❖ Condemn any way (verbal, physical) of sexual harassment	x	x
	❖ Raising awareness about the topic among female and male employees	x	x
	❖ Appoint two responsible persons to collect complaints about any case of sexual harassment	x	x

4 Monitoring

The Gender Equality Plan will be updated every 3 years. Monitoring actions will be implemented to ensure that the foreseen targets are achieved in the short- and long- term.

The director of GreenDelta and two persons appointed to collect employee complaints related to any discrimination and gender inequality (see Section 3.3) are responsible to monitor the actions planned to achieve the targets. In the event that one of the appointed persons leaves the Company, another employee will be selected to take over this responsibility.

The targets and actions set in this document are available to all GreenDelta's employees for commenting and making suggestions. New targets and actions can be discussed in Company meetings and contribute to an update of the GEP.

A number of indicators can be set for each target to monitor the implementation and success of the related actions half-way (in 1.5 years) and at the end of the 3 years (before updating the GEP). The selected monitoring indicators are displayed in Table 4.

Table 4: List of monitoring indicators for GEP

Target	Indicator (time period 2021-2024)
Promoting gender balance in the software development group	▪ Share of women in the software development group
	▪ Share of female interns in the software development group
	▪ Number of posts in GreenDelta channels, newspapers and University blog related to IT projects
	▪ Gender ratio of shortlisted applicants for IT positions
Applying gender-sensitive recruitment procedures	▪ Gender ratio of shortlisted applicants for job positions
Equal pay for equal work	▪ Establishment of employee ranks (senior, intermediate, junior positions)
Promoting gender balance in the Company	▪ Gender ratio in the Company
Promoting equal competence development in the Company	▪ Presence of a mentoring program when a new employee is hired
	▪ Share of employees moving from junior to higher positions
Promoting women in leading positions	▪ Share of women leading national and international projects in the Company
	▪ Share of women in senior positions
	▪ Share of parent-employees leading projects
Incorporating gender perspective in decision-making	▪ Number of projects where gender-perspective is included in the sustainability assessment

Target	Indicator (time period 2021-2024)
Eliminating gender biases	<ul style="list-style-type: none"> ▪ Number of complaints related to any discrimination and gender inequality
	<ul style="list-style-type: none"> ▪ Presence of appointed employees to monitor gender biases
	<ul style="list-style-type: none"> ▪ Inclusion of employees' comments and suggestions on GEP
Ensuring gender balance in Company events	<ul style="list-style-type: none"> ▪ Gender ratio in events joined by GreenDelta (e.g. conferences, project meetings)
Parenthood	<ul style="list-style-type: none"> ▪ Share of parent-employees allowed with remote working
	<ul style="list-style-type: none"> ▪ Share of parent-employees allowed with flexible working time
	<ul style="list-style-type: none"> ▪ Share of parent-employees taking parental leave
	<ul style="list-style-type: none"> ▪ Gender ratio of parent-employees taking parental leave
Work life balance	<ul style="list-style-type: none"> ▪ Share of employees allowed with remote working
	<ul style="list-style-type: none"> ▪ Share of employees allowed with flexible working time
	<ul style="list-style-type: none"> ▪ Amount of hours of overtime in one year per employee
A work environment free of any sexual harassment	<ul style="list-style-type: none"> ▪ Number of cases of sexual harassment



GreenDeLTa
sustainability consulting + software