

# Gender equality, inclusion and diversity Implementation and continued improvement plan

25 May 2023

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# 1 Introduction

Gender equality, inclusion and respect for diversity (GEID) are core values of the Basel Institute on Governance, and have been so since its foundation in 2003. Upholding these values in practice however requires more than a passive commitment. We are therefore committed to take active steps and continuously review our practices to incorporate gender equality diversity in all aspects of our work, to continuously foster a culture that respects and values diversity, and to embed this in our policies and practices.

We are convinced that seeing these values reflected in the composition of our team is key to achieving our mission, and we are proud of our track record. Our team features a very rich and diverse pool of professionals from all over the world, who are jointly striving toward contributing to our mission of combating corruption and improving the quality of governance around the world.

In order to contribute to GEID not only within but also beyond our organisation, we have significantly boosted external and internal communications by leadership on our commitment to GEID, for example through the Managing Director's membership in the [International Gender Champions](#) network and related external communications efforts.

This document explains some of the key policies and practices currently employed at the Institute to uphold this core value in our current practice (section 2) and how we aim to continuously strengthen these practices (section 3).

This GEID implementation and improvement plan, dated 25 May 2023, has been endorsed and adopted by the [Board](#) and by the [Management Group](#) of the Basel Institute on Governance on 1 June 2023.

## 2 Gender equality, inclusion and diversity (GEID) at the Basel Institute on Governance

### 2.1 Gender balance in leadership and decision-making

Since its foundation and without interruption since then, the Basel Institute's executive management has been led by a woman or, for a short period, in a woman-man job sharing. Per the end of 2022, the Basel Institute's management group was made up of 5 women and 2 men, while in turn, the Basel Institute Board was made up of 5 men and 2 women.

### 2.2 Gender equality in global team, recruitment and career progression

The Basel Institute is explicitly committed to being an equal opportunity employer in all aspects of GEID. The Basel Institute further collects gender disaggregated data on its staff at least on an annual basis; the data is processed by the HR team, differentiating between women, men and non-binary. This data is shared with staff and published in the Basel Institute's annual report. By the end of 2022, 55% of Basel Institute staff were women, one person self-identified as non-binary and the rest of the team were men.

The commitment to equal opportunity employment is clearly stated in every recruitment notice published by the Basel Institute. To assist with ensuring this principle is consistently followed during any recruitment process and to avoid any bias, any pre-selection or shortlisting is always done by two or more people, and attention is paid to gender balance in relation to the interview panel(s).

Equal pay is a foregone conclusion in our organisation. In order to ensure that despite rapid growth and gradual decentralisation this is unequivocally enshrined also in our practice, we successfully completed a pay equality certification by the Swiss Federal Administration in 2022 and intend to repeat the same exercise every 2-3 years.

### 2.3 Awareness raising and learning

To ensure that the way we operate continues to live up to our values and commitments and that we uphold these standards and practices despite the continuous and rapid organisational change and growth that the Basel Institute is undergoing, we strive to continuously communicate and discuss internally and to regularly improve our policies and practices against gender and diversity related challenges and emerging practices. If gaps and emerging needs or opportunities are identified, we commit to take swift action. In this context, we have most recently taken the following actions:

- Enhancing in-house expertise and knowledge on GEID by delegating two team members, including a member of the Management Group, to participate in the UN Global Compact Targeting Gender Equity Course with a view to assist the management group to ensure that GEID values are mainstreamed across our operations.
- Completing a comprehensive self-assessment using the [Women's Empowerment Principles Gender Gap Analysis Tool](#) (WEPs Tool), and reviewing our policies and practices against the EU / Horizon gender equality requirements. The present document is developed as a direct response to the findings from these analytical processes, which are summarised below jointly with the corresponding planned actions.
- In 2022, an awareness raising session on gender equality was conducted with ICAR field staff.
- Enhanced internal and external communications efforts were made to raise the awareness of staff and external partners about the Basel Institute's and its leadership's commitment to gender equality and diversity.
- As part of the roll out of the new external reporting mechanism, additional training on selected aspects of the Code of Ethics, including safeguarding and related GEID matters, are planned for 2023 and beyond (cf. section 3).

The Basel Institute has a designated safeguarding officer (Senior HR Specialist / Team Lead), and an independently operated reporting line through which concerns about suspected breaches of the Code of Ethics (including safeguarding) and related GEID policies can be reported anonymously and in ten languages.

## 2.4 Measures against gender-based violence, including sexual harassment

The Basel Institute is very explicit in its commitment to protect all its staff from any form of gender-based violence, sexual harassment and other forms of abuse. The Code of Ethics firmly forbids any such behaviour. Relevant provisions were recently strengthened to reinforce safeguarding from sexual exploitation, abuse and harassment (SEAH) and to clarify the expectations we have in these regards from our partners in the context of Basel Institute programme delivery.

While internal mechanisms for anonymous reporting, thorough investigation and prompt implementation of appropriate mitigation actions have been operative for many years, the introduction of an externally operated independent reporting hotline will further strengthen how we handle any potential case of sexual harassment and provide staff with additional confidence that their concerns will be treated with utmost urgency, impartiality and respect, and that appropriate measures are taken in accordance with established rules. Further measures are planned for 2023-25 as per the Action Plan outlined in section 3 below.

## 2.5 Work-life balance and organizational culture

The Basel Institute recognises that a healthy work-life balance and organisational culture are essential for the well-being of its staff, which in turn is a critical ingredient for achieving its mission. To foster this both in policy and action, we have taken the following measures:

- The vast majority of vacancies are advertised with the option of full and part time employment.
- All staff with responsibility for one or more children are voluntarily provided with a family allowance in line with the standards of the Basel University, in addition to the legally mandated child/ren allowance as per the laws of Switzerland.
- The Basel Institute offers every member of its staff the option of working from home for a portion of his/her working hours.
- Long before it became a legal obligation, we have introduced policy to ensure that parents are treated exactly the same, no matter whether they are same sex or mixed sex parents or parents of adopted children. This includes maternity and paternity leave, an option to choose a phased return to work after parental leave, as well as up to 14 weeks within 18 months of paid leave to care for a seriously ill or injured child.
- All parental or care giver benefits are applicable irrespective of the employment percentage of the concerned staff.

## 2.6 Integration of the gender dimension into research and operational work

In the context of implementing our programme of work, we seek to analyse and gain further understanding of how thematic areas of work – corruption and governance – affect GEID, and conversely how we can through our work directly or indirectly contribute to enhancing respect for and implementation of GEID. By way of examples:

- We have conducted [research on sextortion](#) as a form of gender based corruption which is highly prevalent in certain sectors, in particular education and health, but also highly underrepresented in research, technical assistance and global policy debate about corruption. Research findings are now consistently used to inform programming in particularly affected sectors, and follow-up research projects are planned, subject to finding adequate funding.
- We are systematically tracking and analysing gender disaggregated data in relation to in-person and online training delivery, workshops and other events.
- Linked to this, the Basel Institute has commissioned an independent analysis of potential measures that could strengthen the positive gender equality impact of enforcement-focused technical assistance programmes delivered by the Basel Institute, with a view to streamlining lessons learned from the research and its pilot implementation across

the ICAR and the Basel Institute’s wider portfolio of work. Connected to that, we have published a [staff led blog](#) on experiences of female ICAR staff on women in anti-corruption enforcement.

### 3 GEID continued improvement plan 2023-24

The following actions have been prioritised for the period 2023-25 in response to: a) findings in the context of our self-assessment against the WEP Gender Gap Analysis Tool; b) recent and expected institutional developments, in particular continued growth and de-centralization; c) staff feedback; and d) donor requirements.

The actions outlined below represent the status quo as per May 2023, and the document is written with the intention of communicating internally and externally about current practices at the Basel Institute, identified needs and gaps, and our continued improvement plan. It should be noted, however, that we expect GEID themes and operational challenges, expectations and practices to constantly evolve, as a result of societal evolution, our Institute’s operational developments and emerging learnings. As such, adjustments to this document as well as additional ad hoc actions or analysis may occur even during the 2023-24 implementation period.

| Objective   | Action(s)  | Timeline                   | Evidence / measurement                    |
|---|--|----------------------------|---|
| Be more explicit about the organisation’s and its leadership’s commitment to GEID | Draft, formally endorse at highest level and publish a GEID implementation and continuous improvement plan | Mid 2023                   | Plan published on the Institute website   |
|   | Report on GEID measures and ambitions in annual report   | Annual report 2023         | Annual report                             |
| Improve gender balance in key governance bodies                                   | Improve gender balance in the board from currently 30%/70% to at least 35%/65% women/men                   | End of 2023                | Public record of Board membership         |
|   | Roll out at least one Code of Ethics and   | Annually or more from 2023 | Attendance sheets<br>Recordings of events |

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| Increase awareness of / learn more about GEID in the work place                      | diversity awareness raising training per year  |  |  |
|  | Include questions related to GEID expectations and awareness in staff survey                       | Mid-2023 and thereafter at least bi-annually | Anonymised survey results documented and disseminated internally         |
|  | Identify what additional gender equality statistics will be reported in annual report              | End-2023                                     | Annual report 2023   |
| Enhance access to and independence of reporting mechanism                            | Design and roll out an enhanced and accessible complaints mechanism                                | Mid-2023                                     | Reports mechanism accessible, communicated to staff, training rolled out |
| GEID principles are respected throughout the employee lifecycle                      | Track GEID relevant data tracked throughout employee lifecycle                                     | Ongoing, annually                            | Internal HR reports  |
|  | Document recruitment practice with regard to GEID  | 2024   | Internal recruitment policy  |
|  | Report on key GEID relevant data in annual report and to the Board                                 | Ongoing, annually                            | Annual report<br>Board minutes (internal)                                |
|  | Conduct anti-bias training for HR staff and senior staff members regularly involved in recruitment | 2024   | Attendance sheets<br>Recordings of events                                |
| Strengthen positive GEID impact of our work with partner countries and organisations | Develop ICAR gender equality position paper (framework for mainstreaming gender into ICAR's work)  | End 2023                                     | Position paper   |
|  | Analyse lessons learned from ICAR paper for wider application at the Institute                     | 2024   | Management Group minutes   |