

Gender Equality Plan

2026 - 2029



Table of Contents

1. Introduction and scope	3
2. Compliance	4
3. Thematic areas, objectives and actions	6
4. Governance	9
5. Timeline	11
6. Indicators and monitoring framework	12
7. Transparency and external engagement	13

Introduction and scope

Mandat International (hereafter referred to as “the Organization”) is an independent foundation and research centre based in Geneva that promotes international cooperation, with a focus on international research, international law and privacy, and sustainable development. It coordinates and participates in EU research projects, supports standardisation activities, and organises major international events.

In line with the Horizon Europe requirements for Gender Equality Plans, this GEP sets out the Organization’s commitments and actions to promote gender equality through structural change in governance, HR practices, research activities, and external engagements .

the Organization

Scope

This GEP applies to all individuals working with or representing the Organization , including:

- All staff (permanent and temporary), interns and fellows
- Members of the Board and management
- Consultants and long -term collaborators
- Participants in projects coordinated by the Organization
- Speakers, panellists , programme committees and organisers in conferences and events coordinated or co -organised by the Organization

Timeframe

This GEP covers the period 2026 – 2029, with a mid -term review in 2027 and a full revision in 2029.

Compliance

The European Commission defines four mandatory process-related requirements for GEPs: public document, dedicated resources, data collection and monitoring, and training.

Public document

The Gender Equality Plan will be formally approved by the Board and signed by the Executive Director, after which it will be published as a standalone public document on the Organization's website, accessible directly from the homepage. It will be available in both English and French to ensure accessibility for internal and external stakeholders.

Internally, the organisation will present the GEP during an annual all-staff meeting and distribute it to all staff, interns and long-term collaborators. New employees and interns will be introduced to the GEP as part of their onboarding to ensure awareness of expectations from the outset.

Dedicated resources

The Organization will allocate specific resources to implement the GEP effectively.

A designated GEP Officer will serve as contact point and will coordinate implementation, data collection, training and annual reporting.

A Gender Equality Working Group will be established, composed of up to 5 members representing the organisation's thematic areas, with each gender constituting at least 40% of the group. The Working Group will determine the frequency of its meetings.

The direction will ensure that budget can be mobilized to support gender-related activities, including training, data analysis tools and external expertise where needed.

Data collection and monitoring

The Gender Equality Working Group is competent to ensure that no gender bias or discrimination occurs, including by analyzing gender distribution across staff categories and leadership positions.

Analysis can be regularly updated, by default on a yearly basis. The Gender Equality Working Group will prepare a summary report summarising key indicators, trends and recommendations. A concise public version of the findings may be published on the organisation's website.

Training and capacity building

To strengthen internal capacity, the Organization will support training organized by the Gender Equality Working Group for all staff and interns on core concepts of fundamental rights, gender equality, unconscious bias and the organisation's GEP commitments.

Special attention will be given to leadership, HR-responsible individuals, project coordinators and other decision-makers to prevent gender bias in recruitment and evaluation, in research content, particularly in ICT, AI, IoT, data protection and sustainability.

For teams involved in organising international events, practical guidance will be provided to encourage gender-balanced panels, while ensuring equality of treatment, and preventing gender bias or discrimination.

Thematic areas, objectives and actions

<p>Objective 1 Create a work environment that supports work –life balance for all genders and promotes diversity and inclusion.</p>	<p>Flexible working arrangements</p> <ul style="list-style-type: none"> • Maintain and formalise flexible hours and teleworking where compatible with operational needs. • Guarantee equal access regardless of gender, parental status or care responsibilities. <p>Organisational culture</p> <ul style="list-style-type: none"> • Ensure strict equality of treatment with regards to gender. • Uphold respectful behaviour; apply zero tolerance for gender discrimination and sexual harassment . <p>Internal communication and participation</p> <ul style="list-style-type: none"> • Communicate internally on gender equality of rights and prohibition of gender discrimination . • Provide an anonymous channel for equality -related suggestions.
<p>Objective 2 Achieve and maintain a gender -neutral access to leadership and decision -making bodies.</p>	<p>Governance bodies</p> <ul style="list-style-type: none"> • Target $\geq 40\%$ representation of each gender in application processes. • Prevent any gender discrimination in selection process. <p>Project leadership</p> <ul style="list-style-type: none"> • Promote balanced representation among project coordinators, scientific/technical leads and WP leaders. • Target gender balance in received applications to ensure equal chances regardless of gender. <p>Committees and panels</p> <ul style="list-style-type: none"> • Encourage for $\geq 40\%$ representation of each gender on advisory boards, steering and evaluation committees. • Encourage gender mix in programme committees, keynote speakers and panels across major events. <p>Leadership development</p> <ul style="list-style-type: none"> • Facilitate mentoring and leadership development for under-represented genders.

<p>Objective 3 Ensure fair, transparent and strict gender equality of treatment with regards to recruitment and career development.</p>	<p>Recruitment procedures</p> <ul style="list-style-type: none"> • Use gender -neutral language and encourage applications from under -represented genders. • Standardise job descriptions and selection criteria. • Apply structured selection processes with consistent questions and scoring . <p>Internships and early career support</p> <ul style="list-style-type: none"> • Monitor gender distribution across thematic areas. • Encourage applications from under -represented genders in recruitment processes . <p>Performance evaluation and progression</p> <ul style="list-style-type: none"> • Make promotion criteria explicit and accessible. • Train managers to identify and mitigate gender bias in assessments. • Ensure parental or care leave does not negatively affect promotion readiness .
<p>Objective 4 Encourage research on gender dimension in research projects.</p>	<p>Project design and proposals</p> <ul style="list-style-type: none"> • Encourage the inclusion of “Sex/Gender Dimension in Research” section in internal templates and proposal review checklists. • Propose WPs to assess relevance of sex/gender (e.g., IoT in healthcare, AI -driven decisions, smart city services, privacy risks) and justify cases where it is not relevant. <p>Methodology and data</p> <ul style="list-style-type: none"> • For research involving humans or societal impact: collect and analyse data by sex/gender, and where possible other variables (age, disability, etc.). <p>Ethics and data protection</p> <ul style="list-style-type: none"> • Consider gender -specific risks in DPIAs and ethics reviews. • For tools, consider whether risks and benefits vary by gender and adapt design accordingly. <p>Standardisation and policy impact</p> <ul style="list-style-type: none"> • Encourage integration of gender and diversity considerations in standardisation work (ITU, ISO, IEC, IEEE, ETSI, OGC). • Reference gender equality in international declarations and policy recommendations where relevant. <p>Dissemination</p> <ul style="list-style-type: none"> • Ensure diverse representation in websites, reports and conference programmes . • Encourage gender -balanced authorship and visibility (e.g., interviews, keynotes).

Objective 5

Prevent and address gender-related violence, including sexual harassment.

Policies and procedures

- Adopt a formal anti-harassment and anti-violence policy covering staff, interns, consultants and event participants.
- Establish confidential reporting channels, including option for anonymous reporting (with limitations clarified).
- Define clear complaint-handling steps, anti-retaliation safeguards, timelines and possible measures.

Event-specific measures

- Publish a Code of Conduct on event websites and registration materials.
- Communicate reporting procedures for on-site incidents.
- Provide short briefings for staff, volunteers and moderators on responding to reports.

Training and awareness

- Include harassment prevention and bystander intervention in annual training.
- Provide simple visual guidance for staff and volunteers.

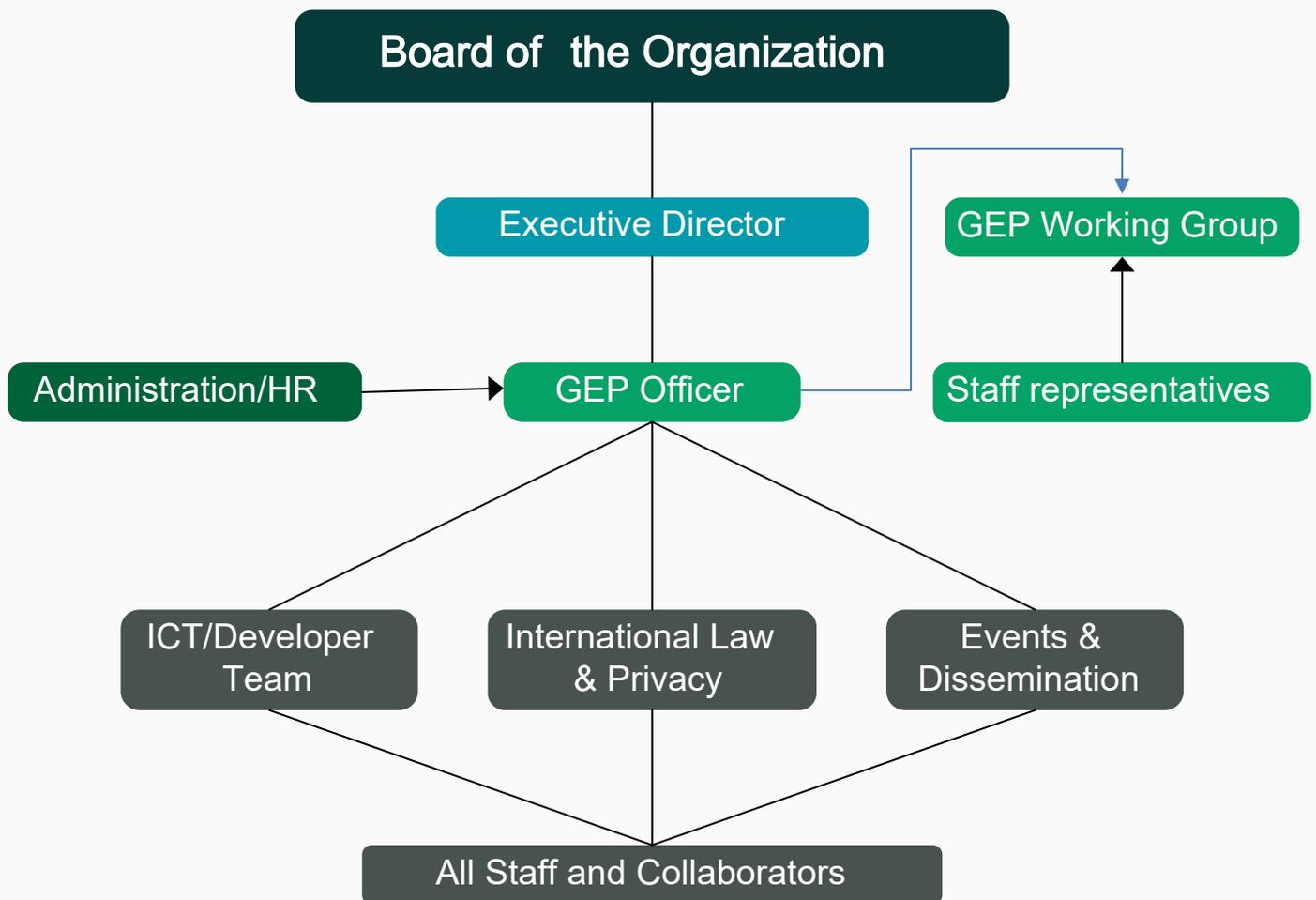
Monitoring and follow-up

- Track and review anonymised incident reports.
- Present annual findings to the GEWG to identify structural improvements.



Governance

Effective implementation of the Gender Equality Plan is led by the GEP Officer, who is by default the head of Human Resources .



Governance, responsibilities and participation

The governance structure ensures that responsibilities for gender equality are clearly defined, supported by designated roles, and embedded across all operational areas. It establishes accountability at leadership level while ensuring organisation-wide participation.

Roles & responsibilities legend

Accountable (A)

Responsible (R)

Consulted (C)

Informed (I)

Activity/Responsibility	Board	Executive Director	GEP Officer	All staff	Managers	GEP WG
Approve GEP and updates	A	C	C	I	I	C
Provide strategic oversight	A	C	C	I	I	C
Allocate resources for GEP implementation	I	R	C	I	I	C
Integrate GEP into org. processes	I	A/R	A/R	I	I	C
Coordinate implementation	I	C	A/R	I	I	C
Collect and analyse monitoring data	I	I	A/R	I	I	C
Prepare annual monitoring report	I	C	A/R	I	I	C
Propose actions and review progress	I	I	C	I	C	A/R
Facilitate cross -departmental input	I	I	C	I	C	A/R
Integrate gender dimension in projects	I	I	C	I	A/R	C
Monitor gender equality of treatment	I	I	C	I	A/R	C
Conduct GEP -aligned recruitment and HR processes	I	C	C	R	C	C
Participate in GEP training	I	C	C	A/R	C	C
Promote inclusive culture and adhere to policies	I	C	C	A/R	C	C
Report issues or suggestions	I	C	R	A/R	C	C

The RACI matrix defines who is accountable, responsible, consulted, and informed for the key processes required to implement the Gender Equality Plan. It provides clarity, reduces duplication, and ensures coordinated action across all roles.

The governance structure and RACI matrix are reviewed annually as part of GEP monitoring.

Timeline

This timeline outlines the intended phased implementation of the Organization's Gender Equality Plan. It progresses from foundational measures in 2026 to evaluation and consolidation in 2029, ensuring steady integration of gender equality across governance, operations, and research activities. Implementation will be adapted to demand and resource availability.

Embed gender-equality of treatment across recruitment, leadership, and research
2027 - 2028

2026

Strengthen organisational foundations for gender equality of treatment

2029

Consolidate outcomes and prepare the next Gender Equality Plan

2026	2027	2028	2029
<ul style="list-style-type: none"> • GEP formally approved and published • GEP Officer and Working Group appointed • Baseline data collection completed • Anti-harassment policy and event code of conduct adopted • First staff training delivered 	<ul style="list-style-type: none"> • Revised recruitment procedures implemented • Event panel guidelines applied • Gender-equality of treatment checklist integrated into project design • First monitoring report and staff survey • Adjust actions based on findings 	<ul style="list-style-type: none"> • Gender equality of treatment review • Evaluate recruitment and leadership measures • Strengthen gender perspective integration in standardisation & policy work • Second monitoring report and mid-term GEP evaluation 	<ul style="list-style-type: none"> • Consolidate successful measures • Comprehensive evaluation of GEP outcomes • Prepare and adopt the next GEP (2030–2034)

Indicators and monitoring framework

To assess progress and ensure accountability, the Organization may consider tracking a set of quantitative and qualitative indicators on an annual basis.

Staff & leadership

- Gender distribution across roles, grades, contract types
- Gender balance in governing bodies and project leadership

Recruitment & progression

- Gender distribution of applicants ,
- Promotions and leadership nominations by gender

Events & outreach

- Gender distribution in participants, speakers , and moderators
- Percentage of male only or female only panels, and evolution compared to previous year

Research content

- Share of projects integrating gender - related research
- Percentage of DPIAs and ethics assessments that explicitly assess gender - specific risks

Work -life balance & culture

- Percentage of employees who can work from home.
- Percentage of employees who can adapt their work hours

Harassment & safety

- Reported incidents and categories
- Response and resolution timelines

Transparency and external engagement

Clear communication and active collaboration strengthen the impact and credibility of the GEP.

the Organization commits to transparent communication on its strict equality of treatment with regards to gender and to sharing knowledge with the wider research, innovation and standardisation communities. Openness supports accountability, enables learning, and reinforces alignment with fundamental rights.

Public communication

the Organization will publish the Gender Equality Plan on its website and may provide a concise annual update summarising progress, key indicators and any adjustments made during implementation. This ensures transparency for partners, funders and the public, and demonstrates the organisation's commitment to continuous improvement.

Collaboration & knowledge sharing

the Organization will share lessons learned and emerging good practices with its research partners, standardisation bodies and the committees involved in its international conferences. By contributing to collective learning across these communities, the Organization helps strengthen gender equality of treatment in broader networks and encourages balanced participation in decision-making spaces.

Engagement with EU & national networks

the Organization will engage actively with European and national networks working on gender equality in research and innovation. Resources such as the GEAR Toolkit and the European Commission's guidance will be considered to benchmark progress, refine internal practices and ensure alignment with fundamental rights. Participation in peer-learning initiatives will be considered to support continuous professional development and institutional learning.

