

Gender Equality Plan

A Road map for gender equality and diversity at work

Introduction

RadarEurope is a leading consultancy in the socio-economic domain at local, national and European/International levels. RadarEurope is part of the Radar Group experts (approx. 127 staff), with a 35-year footprint in The Netherlands and a track record of over 15 years in all EU Member States – via national and EU-level assignments for Ministries, Public Employment Services, local government organisations, the European institutions and international organisations. Radar is a consultancy, research organisation, and thinktank with a hands-on approach and we build sustainable solutions in collaboration with policymakers, practitioners, academics and citizens.

Our work is often complex and abstract, and we are professionals in seeing the unseen, uncovering the hidden. Radar brings pragmatism to strategic thinking, bringing clarity to the problem definition, finding workable solutions when others feel that solutions do not exist, and providing step by step guidance for lasting, actionable and replicable solutions to our clients, and their interlocutors. We are used to analysing and tackling unconscious bias, root causes of inequalities and their impacts on societies, and consider the analysis of them key in understanding causes and effects in social transitions - or status quo. Among the pertinent forms of inequalities is gender inequality that continues to shape our social and politico-legal realities.

Why focus on gender equality?

No country in the world has achieved gender equality. People all over the world are being discriminated or threatened because of their gender - in all their diversity. Understanding perceptions and bias, and roles of different genders in our work in different sectors; prevention of polarisation and radicalisation, social safety and security, integration of migrants and marginalised groups, and employment rights, is simply necessary. Gender plays a role in many ways: while it creates barriers for individuals in one sector or situation, it can open doors in opportunities to improve a situation. We are committed to understanding and helping our clients to understand this better and support progress towards gender equality.

Working on social topics including employment rights and conditions requires staying attuned to the inequalities in working life. With an average gender pay gap at 12%, inequalities in pay and working conditions continue to be shared challenges in Europe. The average gender pay gap in the Netherlands follows approximately the European average, but there are great differences between gender pay gaps between different age groups: while the gender pay gap among young professionals (under 25 years old) is just around 2 %, the gender pay gap between men and women before retirement is nearly 20%.¹ Over half of OECD countries require employers to report

¹ <https://ec.europa.eu/eurostat/statistics-explained/SEPDF/cache/6776.pdf>

the gender pay gap, and some require regular gender pay gap audits. Neither is currently required by the Dutch law, and we wish to be prepared.²

At Radar, we want to be in the frontline to introduce more transparent and gender equal way of doing business. As we are expanding our operations to more countries and working with more experts, it is important that all our experts know and share our values and principles, and ways of working. Being passionate about cracking social problems with respect to all individuals regardless of their sex, gender, age, ethnicity or disability status, is a prerequisite for working at Radar.

This roadmap outlines the company ambitions to create more gender equal societies, starting with our home territory and working with our clients. It outlines our principles and house rules for gender equality, and sets out the principles for working without prejudices, bias or preferential treatment. In our work, we strive to become both gender sensitive and gender transformative.

Looking forward: our goals by 2030 Radar aims to transfer the ownership model to Steward-Ownership, prioritizing our mission over profit distribution to shareholders.

Goal 1: A more diversified and steward ownership decision-making structure of Radar Group is rolled out

Sub-goal 1.1: Radar aims to transfer the ownership model to Steward-Ownership, prioritizing our mission over profit distribution to shareholders. By introducing this transformation, Radar will realise a wider participation in governance of the organisation: by assigning employees, experts, and stakeholder representatives as stewards we intentionally select individuals from diverse backgrounds, ensuring multiple perspectives in decision-making. This way, Radar supports equitable decision-making by separating ownership and control, we reduce concentration of power and create opportunities for underrepresented groups to influence our strategy.

By 2029/2030, Radar Group's steward ownership model with diversity goals will be operational. In practice, this means that the company will be 'owned' by selected stewards, some of whom are employees, taking executive decisions on strategy, mission, and performance.

Sub-goal 1.2: recruitments processes are in place to continue ensuring a gender and diversity balance at Radar.

Goal 2: Radar has an HR manager who is responsible for the monitoring and staff development system for diversity, equality, non-discrimination and career development.

In this respect, Radar also aims to inspire its customers by addressing inclusion, diversity and equality matters during assignments. Moreover, and annually reporting (internally and externally) on the results and lessons learned.

Sub-goal 2.1: Radar is serious with data collection on HRM. By 2026, our HR department ensures to have regularised data collection and diversity analysis methods in place to support equality of opportunity in professional and career

Radar is currently working on a steward ownership model new ownership structure. The changes aim at more diversified decision-making closer to and with the involvement of the employees in strategic steering of the company. Radar's vision for steward ownership is choosing to prioritise our long-term goals over short-term profit maximisation.

Our quintessential principles of steward ownership:

- Profits made serve the company's mission and are invested to fulfil that purpose instead of being distributed to capital providers.
- Our company serves its own purpose: self- governance as leading principle and with stewards closely involved.

Which gender-sensitive policies and measures do we have in place already at overall Radar Group level?

- Radar Group is a flexible employer. Teleworking is possible, and many colleagues opt for working reduced hours for personal reasons. We negotiate contracts individually to cater for mutual benefits for the employee and Radar Group to optimise performance of the employee and Radar.
- Radar Group follows the Dutch labour and family benefit laws. This ensures that parents have equal rights for parental leave.
- Since 2022, our HR department has collected sex-disaggregated data on salary levels and positions held in the company.
- Tools to ensure staff wellbeing:
 - An onboarding programme which allows time to adjust to the new work environment and each new colleague gets a mentor assigned for the first months
 - An operational protocol to respond to workplace harassment including an external professional to whom cases can be reported confidentially.
 - Appointed external confidential counsellor, who reports to Radar Group management board annually. Necessary steps are taken and / or protocols finetuned according to the recommendations of the counsellor.
- Staff responsible for gender equality. Their work span from internal staff training design to implementing projects to advance non-discrimination and gender equality with clients. The concerned experts have an allocation of their working time for this work.
- A sustainability and corporate social responsibility report, which is published annually. The report covers environmental and human aspects of the ways we work.

What more do we want to have in place?

We realise that we can do more to be a model example of a socially responsible company. We want that all our staff know about their rights and obligations as professionals, co-workers and peer supporters. We will have:

- One-stop portal for company ethics and equality principles and self-learning resources for staff
- A gender focal point responsible for updating and coordinating the roll out of the road map, and being responsible for following our commitments for the tasks outlined in it
- Company gender equality indicators (connected with our company goals)

What will we do?

- We invest traceable resources; staff time and expertise to make these happen (approx. 30k per annum) and organise internal meetings and events
- We commit to organising regular training sessions on equality, non-discrimination and zero tolerance for harassment, and briefing new colleagues on company policies on a rolling basis. We will also prepare a resource package for individual learning.
- We will develop a career development pulse survey, conducted among the staff annually, that allows qualitative analysis of how we are succeeding in our diversity goals
- We will develop our annual sustainability report model to include reporting on gender equality, equal opportunities and diversity at the workplace. We strive to go beyond merely presenting sex-disaggregated company data. We will use the data to analyse how equality policies help competitiveness and skills development for sustainability.

Radar is inward and outward looking concerning achieving gender equality. Apart from the measures and goals presented above, this means that we also feel responsibility for inspiring our clients about improving inclusion, diversity and equality. We do this through projects, such as the Learning Network on the history of Dutch slavery, and specific training programmes aimed at enlarging the resilience of first line professionals at for example the Central Agency for the reception of asylum seekers (Central Orgaan Opvang Asielzoekers) in the Netherlands.