

GENDER EQUALITY PLAN

1. INTRODUCTION

The German Marshall Fund of the United States (GMF), and its subsidiary the Transatlantic Foundation, is a non-partisan policy organization committed to the idea that the United States and Europe are stronger together. GMF champions the principles of democracy, human rights, and international cooperation, which have served as the bedrock of peace and prosperity since the end of World War II but are under increasing strain. Founded in 1972 through a gift from Germany as a tribute to the Marshall Plan, GMF is headquartered in Washington, DC, with offices in Berlin, Brussels, Ankara, Belgrade, Bucharest, Paris, and Warsaw.

The principles of gender equality are central to advancing GMF's mission of strengthening transatlantic cooperation and reflect the organization's core values of integrity, excellence, respect, and inclusivity. This plan forms part of the organization's overall action on Diversity, Equity, and Inclusion (DEI).

GMF's management adopts this Gender Equality Plan (GEP) with the purpose of assessing gender balance at GMF and providing guidance for consideration and implementation on future commitments. The GEP is made available internally, for all staff and board members involved in the planning, leading, and monitoring of activities at GMF and externally to the public on GMF's website.

2. OPERATIONAL AREAS

2.1 Hiring and Organizational Culture

GMF's Human Resources team monitors demographic indicators of the staff's composition and tracks gender in hiring processes.

Quantitative Indicators:

- The organization has been led by women presidents since 2014, and as of January 2022, the five-person permanent membership of the Executive Team includes two women.
- As of December 2019, gender representation in our staff is 58 percent women and 42 percent men, with women holding 47 percent of GMF's management-level positions (Executive Team, Program/Office Directors and Deputy Directors).
- As of January 2021, eight out of the eighteen currently serving members of the Board of Trustees are women, with ten men members.
- Training on DEI and unconscious bias was implemented in Fall 2021 across GMF's offices, with 100 percent of staff required to participate.
- GMF introduced and began recruiting for the new role of Senior Officer for Diversity, Equity, and Inclusion in February 2022.

Additional Actions:

- GMF has established a code of conduct that defines inclusive behaviors and policies on harassment and discrimination for all GMF employees.
- A staff advisory committee for DEI, constituted of staff at different levels of the organization and backgrounds, advises HR and the Executive Team.
- Discussions on gender equality take place in regular open staff groupings.
- GMF is a member of Global Access Pipeline (GAP), a consortium that aims to help professionals from underrepresented groups achieve leadership positions in organizations across the United States.
- In order to attract a diverse pool of candidates, GMF provides paid internships or internships for school credits and does not offer unpaid internships, ensuring that access to the internship program takes place on a need-blind basis.

2.2 Program Activities

Actions:

- GMF projects such as the Women of Color in Transatlantic Leadership Forum; Mission Critical: Inclusive Leadership for the Security Sector; Transatlantic Women in Politics: Connecting and Working across Parties; and Brussels Forum all make gender a key component of their work.
- GMF has produced publications on gender equality such as an analysis of gender representation in the European Parliament that was published in October 2021, and research on gender representation in think tanks that was published in 2020.
- Within the work of the Brussels Binder project, GMF created tools and resources and collected data to enable the amplification of women's voices at policy discussions through the EU sphere. The toolkits provide insight and recommendations for a variety of different contexts, such as how the media can be more inclusive in its work, how to achieve gender balance at conferences, and more. These toolkits can be found [here](#).
- GMF has engaged in research projects that provide data on gender equality such as the Brussels Binder Beyond project between 2019 and 2021.
- The programs Alliance for Securing Democracy and GMF Cities have undertaken activities on inclusive societies, such as working with The League of Women Voters on countering disinformation around voting.
- In 2021, GMF began a year-long series of dialogues entitled Diversity, Equity, and Inclusion: Prospects for a Shared Transatlantic Future. The series examines the ways that our societies on both sides of the Atlantic look at policy innovations which advance equity or the need to reverse policies that directly or indirectly have contributed to the disenfranchisement of citizens.
- GMF's Leadership Programs has developed performance indicators on diversity, including gender, for its recruitment to the Marshall Memorial Fellowship.
- Other projects such as the Transatlantic Inclusion Leaders Network (TILN) focus primarily on engaging with underrepresented communities in the transatlantic context; the Digital Innovation and Democracy Initiative (GMF Digital) has recruited fellows to ensure diverse perspectives in their work; and GMF Cities and the Trusts proactively bring in different voices focusing on gender, race, and ethnicity.

2.3 External Relations

GMF's Strategic Convenings team monitors indicators of the gender composition of panel discussions and event attendees.

Quantitative Indicators:

- GMF strives for fully equal representation of men and women on all panel discussions, and the gender balance for event attendees has made considerable progress towards greater equality of representation over the past decade. The proportion of women speakers at GMF's flagship conference Brussels Forum has increased from 19 percent a decade ago to 43 percent in 2021.

Additional Actions:

- The organization developed its new website in 2021 with the goal of elevating diversity and inclusion as a lens for visitors to understand GMF's commitment to DEI.
- In all visuals and photographs that form part of internal and external communication at GMF, the organization's Communications Team reviews to ensure representation of diversity in gender and ethnicity.
- GMF has updated its style guide to provide information on how to use inclusive language.

4. IMPLEMENTATION AND ACCOUNTABILITY

The GEP will be periodically reassessed and updated in order to reflect the ongoing nature of the process and the living nature of the issue. In 2022, GMF will pursue the following new actions:

- GMF's board of trustees will establish a board-level task force on DEI.
- GMF will assess which additional quantifiable data are necessary to successfully monitor and assess progress towards gender equality at GMF, and invest as necessary.
- GMF will assess if additional training and staffing is necessary to sustain and expand progress towards gender equality at GMF, and invest as necessary.

In conclusion: we believe that achieving and sustaining gender equality in our organization is central to GMF's commitment to fostering an environment of intellectual inquiry and dialogue rich in outlooks and perspectives. We believe that in order to do so, we must continue to focus on:

- Promotion of mutual respect and ensuring equality of opportunity in recruitment and retainment.
- Recognition of difference as a source of strength and innovation both within the organization as well as its program activities and external relations.
- Development and application of tools and policies for effective implementation of diversity measures.

We are proud of GMF's progress to date on gender equality, committed to meaningfully addressing the challenges that remain, and look forward to expanding its impact. We are grateful for the commitment of our community members to this endeavor.