

# SEI HQ Equity, Gender and Diversity Plan

Year 2022-2023

---

Equity, Gender and Diversity Plan  
SEI HQ 2022.06

Written by My Persson, HR



Responsible:  
Maria Westerlund, HR Director



Approved by:  
Måns Nilsson, Executive Director

## Table of contents

<b>1. Objectives of this document</b> .....	<b>1</b>
1.1 Summary of Swedish legislation regarding Equity, Gender and Diversity .....	1
1.2 Executive summary .....	1
<b>2. Priority areas for 2022-2023</b> .....	<b>2</b>
2.1 Increased actions for education and training .....	2
Operational objectives for 2022-2023 .....	2
2.2 Secure an equal distribution of men and women in senior research positions and junior positions .....	3
Operational objectives for 2022-2023 .....	3
<b>3. Integration of Gender Equality, Social Equity and Poverty (GESEP) into research</b> .....	<b>4</b>
<b>4. Other relevant processes</b> .....	<b>4</b>
4.1 Provisions and practices regarding pay and other terms of employment .....	4
4.2 Victimization, harassment, sexual harassment .....	5
4.3 Code of Conduct.....	5
4.4 SEI Whistleblowing Service .....	6

# 1. Objectives of this document

This document is for external use. It is a summary of the internal document entitled “SEI HQ Equity, Gender and Diversity Instruction” that is updated annually, and is influenced by other relevant processes regarding Equity, Gender and Diversity at SEI HQ.

## 1.1 Summary of Swedish legislation regarding Equity, Gender and Diversity

The “SEI HQ Equity, Gender and Diversity Plan” contains active measures stated in the “Discrimination Act (2008:567)” that employers are obligated to monitor and evaluate to:

- continuously apply a four-step approach (investigate, analyse, take measures and evaluate) within the following five areas:
  - working conditions
  - provisions and practices regarding pay and other terms of employment
  - recruitment and promotion
  - education and training, and other skills development
  - possibilities to reconcile gainful employment and parenthood.
- promote gender balance in different types of work – including in management positions.
- establish, follow up and evaluate guidelines and routines to prevent harassment, sexual harassment and reprisals (see below).
- carry out annual gender salary mapping.

## 1.2 Executive summary

The purpose of the annual “SEI HQ Equity, Gender and Diversity Instruction” is to foster and support a culture that values and responds to the rich diversity in all perspectives in relation to SEI HQ employees, partners and vendors. It contains active measures aimed at preventing discrimination and promoting equal rights and opportunities. The instruction connects to the “Swedish Discrimination Act (2008:567)”, and the “SEI Equity Policy, including Gender and Diversity”. All employees are requested to actively work and support the aim of the instruction. The SEI HR Director has ownership and responsibility for the instruction in close dialogue and cooperation with the local Union Board for SEI HQ. HR and representatives from the local Union Board for SEI HQ have regular meetings in order to develop and monitor the instruction and adjust it if needed. Every Spring, the updated instruction is presented to all employees and posted on the intranet.

An evaluation was carried out in 2020 to set the new long-term targets for the Equity, Gender and Diversity work for 2021-2024 (new long-term targets for 2025-2029 will be developed in 2024). The evaluation revealed two priority areas for development: **1) Increased actions for education and training**, and **2) Secure an equal distribution of men and women in senior research positions and junior positions**.

## 2. Priority areas for 2022-2023

### 2.1 Increased actions for education and training

#### Operational objectives for 2022-2023

Organizational leaders play a critical role in establishing a workplace that promotes and fosters diversity and inclusion. Leading in a diverse<sup>1</sup> organization like SEI HQ requires our leaders to continuously develop their skillset and knowledge regarding gender, diversity and inclusion to be able to lead in a way that reflects our desired values. Therefore, a priority for 2022-2023 is to develop a training module for the operational leadership programme on inclusive leadership.

In addition, it is equally important to create opportunities for learning and discussions among employees to ensure that everyone has the knowledge and incentive to embody the values of the organization. We will organize an internal seminar on Equity, Gender and Diversity to increase knowledge and awareness on the topic among employees.

Education and training activities planned for 2022-2023:

Activities 2022-2023	When	Objective
Develop a training module to be used in the operational leadership programme on inclusive leadership; how to build, manage and lead diverse teams.	Training module to be completed by HR before Q4 2022.  Training module in use from 2023 onwards.	Increase the awareness of these issues.  Indicator: Percentage of trained managers.  Target: All managers need to be aware of the content of the module.
Internal seminar on the topic of equity, gender and diversity.	One seminar per year	This seminar is organized by HR, with the overall aim to increase knowledge and awareness on the topic among employees.

---

<sup>1</sup> “Diverse” in this context refers to a high number of international employees with over 30 different nationalities, a wide age distribution, and a variety of interdisciplinary research backgrounds within SEI HQ.

Indicator: Attendance at the seminars.

---

## 2.2 Secure an equal distribution of men and women in senior research positions and junior positions

### Operational objectives for 2022-2023

SEI HQ aims to attract and retain the most competent and skilled employees, with the appropriate experience for our needs and with a drive to constantly improve and deliver the best value for SEI HQ and our stakeholders – now and in the future. Having the right competencies, ensuring diversity and offering equal opportunities are all important factors when we recruit and when we communicate about the position internally and externally.

SEI HQ monitors, follows up and reports on recruitment statistics including sex/gender for all centres annually, from junior to more senior research positions.

To further develop our recruitment processes, HR will perform the following activities in 2022-2023:

Activities 2022-2023	When	Objective
Investigate whether SEI can implement an anonymized selection process in the first stage of the recruitment.	Q3 2022	Evaluate whether SEI can adopt an anonymized selection process in the first stage in the recruitment process. To minimize unconscious bias and subjective assessment, with the overall aim to increase workplace diversity and equality.
Carry out a pilot study to anonymize selection in the first stage of recruitment.	2023-2024	If the feasibility study shows promising results, conduct a pilot study with anonymized selection for one or more recruitments. If the pilot study is successful, then scale-up.

---

### 3. Integration of Gender Equality, Social Equity and Poverty (GESEP) into research

We are investing to ensure that gender equality, social equity and poverty are integrated across our research and engagement. SEI allocates significant resources into integrating GESEP dimensions into research, to understand the interconnections between gender, equity, poverty and sustainability from the lens of power to inform and advance transformative and sustainable development.

SEI conducts an internal programme with a dual mandate: to conduct innovative research on GESEP issues related to environment and development, and to integrate a GESEP perspective into SEI's research and engagement activities, via trainings, project work and research dissemination. This programme has also conducted a screening exercise to evaluate how SEI staff engage with GESEP issues in their research and identified challenges.

The GESEP programme provides capacity building activities, guidance and training materials, and knowledge synthesis, reflecting on the opportunities and challenges that come with integrating GESEP concerns into the SEI portfolio.

Activities 2022-2023	When	Objective
Awareness raising: Internal seminars on integrating equity, gender and diversity aspects into research projects. Open to all SEI employees.	At least one seminar per year.	These seminars will be held by the SEI GESEP programme with the overall aim to increase knowledge and awareness on the topic among employees and what this means to research projects.  Indicator: Attendance at the seminars.

### 4. Other relevant processes

#### 4.1 Provisions and practices regarding pay and other terms of employment

SEI HQ monitors, follows up on, and reports on sex/gender disaggregated data annually based on KPI's as required by Swedish legislation. One example is the Annual Gender Salary Mapping carried out in collaboration with the local union board. The 2021 annual mapping showed that no salary differences are directly or indirectly related to sex.

## 4.2 Victimization, harassment, sexual harassment

SEI HQ has zero-tolerance for victimization, harassment or sexual harassment. We aim to provide a safe and healthy work environment free from any form of harassment for our employees, as well as interns, consultants and visiting guests. The working environment encompasses what occurs at the office and also events that take place in relation to work, for example in meetings, workshops with external partners or a work-related dinner.

- SEI HQ has an established procedure for employees experiencing discrimination, harassment, and/or victimization that is also a formal instruction on our intranet.
- SEI HQ has an assigned employee contact for discrimination, harassment and victimization that is available for employees as a source of guidance, who complements the formal management structure.
- SEI HQ furthermore has a safety officer who is the employees' elected representative. The safety officer will treat all issues with confidentiality but has a duty to notify HR if a colleague is exposed to any type of discrimination, harassment and/or victimization.
- SEI HQ follows up on a yearly basis with a questionnaire to all employees regarding the occurrence of victimization, harassment and/or sexual harassment. This is conducted by an external vendor to ensure anonymity and is a part of annual health check-ups for employees.
- SEI also conducts an annual employee survey that includes questions on the occurrence of victimization, harassment and sexual harassment, as well as other issues regarding equity, gender and diversity. The employee survey is conducted by an external vendor to ensure anonymity and is for all SEI centres including HQ.

**New:** From July 2022, information on the Harassment Complaint Instruction will be included in the HR onboarding for new employees.

**New:** From 2023, HR will inform and remind all employees of the Harassment Complaint Instruction on an annual basis when informing about the yearly actions of the Equity, Gender and Diversity Plan.

## 4.3 Code of Conduct

All centres at SEI operate according to the Code of Conduct. The values of SEI are based on the result of fair and ethical working practices. Wherever we operate we act as a local organization, identifying and working with local organizations and legislation, in a spirit of cooperation with the SEI centres. Everyone at SEI has the responsibility for their own actions and shall maintain the highest ethical standards when conducting their work. All employees are expected to follow the SEI Code of Conduct, and it is mandatory to sign the Code of Conduct when signing an employment contract.

#### **4.4 SEI Whistleblowing Service**

SEI has a whistleblowing service that is designed for (but is not limited to) reporting of suspicions of serious irregularities relating to:

- accounting, internal accounting control, auditing, bribery, banking and financial crime
- serious environmental crimes
- major workplace safety deficiencies
- very serious forms of discrimination and harassment.