



SAHER

EUROPE

Gender Equality Plan

2025-2027

Introduction

SAHER (Europe) OU is a unique organisation in many ways: It is both an Estonian based SME and an international organisation with team member operating remotely. It brings together individuals from around the globe, with a variety of social, cultural, linguistic, religious, and political backgrounds and ideas.

As a company we are committed to the adoption of our Gender Equality Plan (GEP) with its goal is to promote gender equality at all levels and in all teams. Everyone at SAHER regardless of their sex and gender, should have the same opportunities to carry out their work and to realise their career goals; to do so in an equally supportive setting; to be equally protected from abuse and attacks; and to be rewarded equally for equal work. The GEP commits to direct action towards achieving this goal.

Gender equality is one of several factors that are crucial to achieving and securing a democratic society that values plurality and diversity. Equal treatment irrespective of gender is also a fundamental right that every person has. While women are not a numerical minority in society, many of them do experience forms of marginalisation and discrimination that resemble the experiences of minorities. This is particularly true of some activities in the security and safety sectors, including associated research, that have remained more male-dominated than society at large. Yet science depends on the free and open exchange of ideas and knowledge.

Apart from the societal obligation to guarantee equal opportunities and equal treatment, it is in the genuine interest of any organisation to be as supportive as possible of all its members; to make a systematic effort to incorporate a diversity of positions; to encourage those whose expertise might otherwise be lost to speak up; and to continuously reconsider its own assumptions and structures to prevent the exclusion of critical contributions.

By adopting a Gender Equality Plan, SAHER is taking an important step toward institutionalising this effort. This plan understands gender equality to mean ensuring that individuals of all sexes and genders have the same rights and opportunities, both in theory and in practice. The focus of this plan and its concrete action points is on improving the situation of women working within SAHER, since women represent the numerically largest group to be considered. However, everything the plan says, and all actions it commits to, should be applied equally to non-binary forms of sex and gender.

Embracing diversity is a requirement for any company to attract and retain the most talented and most creative individuals. We, as a company depend on its highly skilled and highly dedicated administrators, researchers, and associate / experts. Their experiences and contributions need to be taken just as seriously as those of the academic personnel, and gender equality needs to be ensured in all units and services of SAHER.

Gender Equality Plan

The GEP tries to be as inclusive as possible, both with the scope of the actions it defines and with the language it uses. The members of the Company Executive which prepared this plan were acutely aware that language matters, and that it can have the effect of alienating individuals who do not feel addressed, or not addressed properly, by specific terminology.

To maintain a balance between ambition and feasibility, the plan speaks of ‘women’ and ‘men’ in those cases where the issue concerns gender equality in a more narrowly defined sense. It avoids those terms in contexts where issues are addressed that cannot be dealt with in strictly or primarily binary terms. The members of the Executive considered the issue of linguistic framing central to the effort of achieving full equality and underlined the need for continuous engagement with it. The plan is organised around three core objectives:

- Equal access to all positions
- An environment that is equally welcoming and congenial to persons of all sexes and genders,
- Zero tolerance towards sexual harassment.

For each of these objectives the plan formulates concrete actions that are both ambitious and realistic. They are based on best practice from outside and inside the company.

While the overall action plan runs for a period of three years, the default or typical timeline for most objectives is on a year-by-year basis. Moreover, for each action it is clearly indicated which unit(s), service(s), or person(s) will be responsible and accountable. This plan runs for three years (2022- 2025), after which its success will be evaluated. Moreover, there will be annual progress reports, which will be published. The evaluation, including all the data on which it relies (insofar as compatible with the GDPR), will be made public.

The starting point of this plan is that all individuals, regardless of their sex and gender, have a right to equal access to all positions and roles within SAHER.

The first objective of the plan should therefore be to ensure such equal access. Still, as a matter of principle, gender parity should be the default objective in all cases. It is important that all efforts within the reach of SAHER be undertaken to achieve gender parity.

Equal access should be ensured to permanent positions (as opposed to more temporary / short term ones) and to full-time positions (as opposed to part-time ones). Finally, salary

disparities between sexes and genders must be tackled through regular control and rectifying measures if necessary. Equal access implies equal access for all women and minority groups, not just for those belonging merely to one social or ethnic group. Individuals who belong to various discriminated groups may fall between the cracks when policies target each of these types of discrimination separately.

All personnel, on retention undergo training / awareness of the company approach to gender equality and unconscious gender biases.

A Gender monitoring action will be on all Directors agenda meetings who will monitor and review the plans implementation SAHER will ensure and promote gender equality, outlines its efforts at doing so, and, by tackling the entire hiring cycle interviews, offers practical suggestions on how to detect and avoid gender biases. The purpose is to reduce the likelihood that gendered norms and expectations unduly influence the assessment of individual candidates.

- Ensuring that the wording used in job advertisements is equally appealing to candidates of all genders
- Perform a benchmark of indicators and good practice in industry and among relevant organisations

One example is that it may be more difficult for women than for men to convince their partners and families to come to Estonia to work, thus reducing the likelihood of attracting women candidates to the SAHER. We have made a commitment to remote digital working to become more attractive for women

We acknowledge that candidates to declare their gender on a voluntary basis as being 'female', 'male', or 'other'. In a second stage and based on feedback from applicants and input from external advisors, application systems will be improved by adding alternative categories if 'other' is not considered appropriate or if candidates ask for specific other categories.

This GEP is subject to regular review by the Executive.



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