

# Gender-Equality Plan

Issued by: Executive Office  
Adopted: January 2026  
Date of next review: January 2028

## INTRODUCTION

This analysis of Berghof’s current workforce provides a foundation to identify opportunities for advancing gender equality and DEI (Diversity, Equity, and Inclusion), aimed at maximising organisational impact. Research indicates that diverse and inclusive workplaces foster innovation, strengthens decision-making, and enhances employee engagement and retention<sup>1</sup>. It also broadens the talent pool, improves reputation, and supports long-term sustainability. By regularly monitoring gender and age representation across employment types, and leadership roles, Berghof will be able to analyse the situation in order to take targeted steps to strengthen its performance and inclusivity.

## ANALYSIS OF THE CURRENT WORKFORCE SITUATION

As of January 2026, Berghof employs **118 people**, with a **predominant female workforce**. Of the total employees, **81 are women (68,6%)**, **35 are men (29,7%)**, **one identifies as non-binary (DIV)**, and **one person did not specify their gender**. At present, one employee has declared a disability.

A significant portion of the workforce, **41 employees (34.7%)**, work part-time. Including **33 women (28,0%)** and **8 men (6,8%)**, highlighting a gender disparity in part-time work.

---

<sup>1</sup>PKSI. (2024, January). How diversity and ESG impact employee acquisition, engagement, and retention. Retrieved June 18, 2025, from [https://pksi.com/how-diversity-and-esg-impact-employee-acquisition-engagement-and-retention/?utm\\_source](https://pksi.com/how-diversity-and-esg-impact-employee-acquisition-engagement-and-retention/?utm_source)

Additionally, **79 employees have a German citizenship with some holding a second nationality**. This results in Berghof employing **staff across 29 nationalities**.

The workforce includes **21 employees under 30 (17,8%)** and **11 employees over 50 (9,3%)**, indicating a majority of employees within the 30–50 age range.

There are **21 employees in supervisory roles**, classified as **management**. Among them, **14 are women (66,7%)** and **7 are men (33,3%)**.

## General conclusions

Gender representation in leadership: Management consists a majority of women.

Diversity and inclusion: The recent disclosure of a person with a disability demonstrates the continued necessity to recognise diverse needs within the workforce, enhance workplace accessibility and strengthen inclusive structures. We remain committed to creating a fully accessible and supportive working environment in which all employees feel confident to communicate their needs.

Intersectionality: An intersectional approach recognises that individuals experience discrimination and inequality in multifaceted ways, shaped not only by gender but also by factors such as race, ethnicity, age, sexual orientation, disability, socioeconomic background, and other identity markers. To effectively promote gender equality, inclusion, and diversity, it is essential to consider these overlapping dimensions. Our strategy therefore aims to identify and dismantle structural barriers that affect underrepresented and marginalised groups, ensuring that all measures taken are sensitive to the complex realities of people's lives. We anchor intersectionality into our policies and decision-making processes, run data-driven analysis with a focus on multiple discrimination, organise intersectionality-focused training and awareness programmes as well as equality audits, and offer flexible work models considering diverse life circumstances in order to foster a more equitable, inclusive, and responsive organisational culture and ensure the inclusion of marginalised voices in our decision-making.

## Topic: Work-life balance and organisational culture

Goal/priorities	Planned actions	Status	KPI's
Foster a healthier work-life balance	Introduce flexible working hours and remote work options for all departments within the organisation, including Office Management, IT and Event Management.	Achieved	100% department adoption of flexible work.
	Monitor data on sick days per full- and part-time positions, as well as overtime distribution.	Planned	Biannual report on sick days and overtime; reduce avg. overtime by 10% year over year.
	MHPSS Training for Management and Supervisors.	Achieved	80% of managers trained annually; 90% satisfaction score.
Enhance employee well-being initiatives	Establish ongoing mental health support initiatives for all departments within the organisation on an annual basis.	Planned	Two well-being sessions per department/year; participation >60% 80% satisfaction in internal communication survey.
	Support smooth reintegration of returning mothers and fathers from parental leave	Achieved	New process implemented in Q1/Q2 2026.
Promote an inclusive and accessible workplace	Promote an inclusive and accessible workplace for people with visible and non-visible disabilities.	Planned	Accessibility audit completed; at least 3 changes implemented.
Improve retention of people with diverse backgrounds & identity	Quarterly diagnosis and monitoring on sex, and another relevant criteria-disaggregated turnover. Take measures accordingly.	Achieved	

**Topic: Intersectional approach to gender equality in recruitment and career progression**

Goal/priorities	Planned actions	Status
Prevent discrimination and bias	Conduct unconscious bias training for managers.	Planned
	Guidelines on non-bias hiring processes.	In Progress
	Regularly review and address gender disparities in hiring and career progression.	Achieved
	Examine the on-boarding process to ensure people feel welcome once arrived.	
	Selection of more than two genders on personnel questionnaires.	
	Form for tax authorities marked as “registered gender”.	
Strengthen policies for accountability	Create confidential reporting mechanisms for gender-related grievances.	Achieved

**Topic: Gender balance in leadership and decision-making**

Goal/priorities	Planned actions	Status
Promote workplace policies supporting gender equality	Promote awareness and use of gender-sensitive facilitation techniques, including monitoring who speaks during meetings, how often, and for how long - while critically reflecting on and addressing potential gender imbalances.	In progress
	Provide ongoing training for Management on inclusive leadership, unconscious bias, and equitable decision-making to foster a more inclusive workplace culture.	Planned
	Promote the advancement of Black People and People of Colour (POC) into management and leadership positions to foster diversity, equity, and representation at all organisational levels.	Planned
	Conduct quarterly analysis and monitoring of gender-disaggregated data to track progress and identify gender-related trends and disparities.	Achieved

**Topic: Integration of the gender dimension into research and Berghof practical work**

Goal/priorities	Planned actions	Status
Integrate gender equality into the Berghof Foundation's research and practice through intersectional, gender-transformative approaches that challenge and address the structural causes of gender inequality.	Incorporate gender analysis  Ensure research and projects include a gender analyses and perspective, identifying and addressing structural inequalities.	Achieved
	Provide capacity building: offer training and resources to staff and partners on integrating gender equality into their work.	Planned
	Monitor and evaluate impact, establish mechanisms to assess progress and adapt strategies to enhance gender equality outcomes.	Planned

**Topic: Measures against gender-based violence including sexual harassment**

Goal/priorities	Planned actions	Status
Develop a more efficient complaints mechanism.	Improve existing institutional system compliant procedure.  Clarify process steps and responsibilities.	Achieved
	Provide specific training on sexual harassment to the management.	Achieved
Raise awareness about sexual harassment.	Provide training to the staff.	Planned

2026-02-19

\_\_\_\_\_  
Date

\_\_\_\_\_  
Signature Chris Coulter (Executive Director)