



Gender Equality Plan

Introduction

This document presents the Gender Equality Plan (GEP) developed by KBR. In drafting this plan, we drew inspiration from the GEP of the Federal Science Policy Office (BELSPO), which in turn is based on the provisions of the European Commission's [Horizon Europe Programme](#).

We recognise the need for a GEP, as defined by the [European Commission](#), and more generally the need to actively promote gender equality, owing to a concern around the disparities that still exist today between genders in terms of their social and economic rights.

KBR commits to implementing this plan in practice by transforming it into practical actions. To that end, it will establish a network internally and actively collaborate with BELSPO and the other Federal Scientific Institutions through the Gender Mainstreaming network (Belspo-GM network).

We will also link the GEP to legal provisions for combating gender discrimination, and particularly in the workplace. Any form of gender discrimination is prohibited; so-called “affirmative” actions that promote equality are encouraged.

In this document, we will follow the scheme established by the European Commission with the 4 mandatory “building blocks”, as well as the 5 recommended themes.

More generally, we are committed to fighting all forms of discrimination and promoting equal treatment between people. We are committed to providing the most diverse and inclusive workplace possible for our staff and aim to be an open and accessible public place where everyone is welcome!

Sara Lammens

General Director

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1. Dissemination and engagement

The gender dimension developed in this GEP is consistent with political commitments made earlier, as outlined:

- in the [Law on Gender Mainstreaming](#) of 12 January 2007, and in the Royal Decree of 26 January 2010 issued in application of that law,
- in the [2019 federal coalition agreement](#),
- in the [policy statement of 2 November 2020](#) by the Secretary of State responsible for Science Policy, Thomas Dermine (Chamber, Doc. 55 1610/16),
- in the policy memorandum of 30 November 2021 by the Secretary of State responsible for Science Policy, Thomas Dermine (Chamber, Doc. 55 1610/016),
- in the [Federal Plan for Gender Mainstreaming](#) approved by the Federal Council of Ministers on 11 June 2021,
- in the [Strategic Plan 2022 – 2024](#) from the Science Policy PPS.

Practical actions:

- 1.1. *Publishing the GEP on KBR's intranet and/or in internal mailshots, while also reporting on the implementation of the plan so that all staff members can follow the progress of its implementation.*
- 1.2. *Publishing the GEP on the KBR website and posting on the relevant web page or through other channels (e.g. newsletter) about the implementation of the plan, as well as communicating information or new initiatives around the gender theme.*

2. Specific structures

Since the adoption of the Law of 12 January 2007 and of the Royal Decree implementing it, the government has been legally obliged to incorporate the gender dimension into its structures and actions. In June 2016, a general coordinator for “Gender mainstreaming” (GM) took up their position at BELSPO to serve as the legal point of contact for all matters relating to gender equality and diversity within the department. A network was also established with representatives from BELSPO and the Federal Scientific Institutions (Belspo-GM Network). This network coordinates the actions and monitoring of gender equality plans at the federal level.

Within KBR, Eglantine Lebacq was designated as the contact responsible for monitoring the GEP and implementing the actions within the organisation. She also represents KBR in the Belspo-GM network and can be reached at dei@kbr.be.

Practical actions:

- 2.1. Establishing an internal network responsible for carrying out the various actions.*
- 2.2. Communicating the composition of the internal network within KBR so that each staff member knows who to contact.*
- 2.3. Representing KBR in the Belspo-GM network.*

3. Data collection and follow-up

KBR's HR department maintains figures and statistics on the gender of its staff, both overall and by qualification and job level. As a federal administration, KBR is bound by language laws (which are public policy), but it also strives to be as gender-neutral as possible in the distribution of positions.

Practical actions:

- 3.1. Determining which indicators will be measured in order to publish gender-specific workforce data.*
- 3.2. Publishing gender-specific workforce data annually, taking into account the GDPR (e.g. in the annual report, via the intranet, etc.).*
- 3.3. In collaboration with the Belspo-GM network, identifying gender inequalities within the structure of the workforce, determining how these originated and submitting proposals to correct them.*



4. Awareness and training actions

Gender awareness is an essential dimension for understanding and remedying discrimination, stereotypes and other biases that can affect the work environment. Since its creation, the Belspo-GM network has organised several events to raise awareness amongst all staff members of BELSPO and the Federal Scientific Institutions. These include training days for contacts or managers, meetings with experts (e.g. “Midis de l’Egalité”), cultural events, calls for projects, etc. The main aim is to encourage interaction and exchange between participants in a mixed and friendly setting.

KBR aims to raise awareness among the entire workforce, especially those who face gender stereotypes and clichés in their daily activities.

Practical actions:

- 4.1. *Regularly organising general events or events focused on certain personnel categories or topics, in order to reinforce an open vision that is free of clichés and stereotypes.*
- 4.2. *Regularly presenting information, training or webinars to staff on preventing discrimination and gender issues.*

5. Work-life balance and organisational culture

The KBR's HR department monitors the data on working time regulations in general and on part-time work, parental leave, remote working, etc. in particular. As a federal administration, KBR is bound by the legal framework relating to the organisation of working time; it applies the principle of equality and is committed to striving as far as possible for a good work-life balance for its staff.

Practical actions:

- 5.1. *Determining which indicators will be measured in order to publish working time regulation data.*
- 5.2. *Publishing workforce data relating to working time regulations annually, taking into account the GDPR (e.g. in the annual report, via the intranet, etc.).*
- 5.3. *In collaboration with the Belspo-GM network, identifying gender imbalances in working time regulations, determining their origin and making proposals to correct them.*

6. Gender balance within the management team and in decision-making

As in the previous point, the legal framework must be observed. KBR has a “horizontal” hierarchical structure. Overall, there is a balanced representation of genders in decision-making positions. There is also usually a balanced gender distribution in the composition of committees and juries. However, this remains a permanent point for attention.

Practical actions:

- 6.1. *Annually monitoring gender representation in decision-making positions.*
- 6.2. *In collaboration with the Belspo-GM network, detecting any unequal representation of genders in decision-making positions, determining how this originated and submitting proposals to correct it.*

7. Gender equality in hiring and career development

Here too, KBR, as a federal administration, is bound by a legal framework. The recruitment of administrative and technical staff is coordinated by travaillerpour.be. They observe language laws, but there is also a clear [gender policy](#) integrated into their approach.

Recruitment of scientific staff is done by scientific juries. KBR also strives for a gender balance in the composition of these juries.

Practical actions:

- 7.1. In collaboration with the Belspo-GM network, monitoring the composition of selection juries, identifying any gender inequalities, determining how these originated and submitting proposals to correct them.*

8. Integrating the gender dimension into research content

Research is largely conducted at KBR as part of Belspo's research programmes. For example, in the BRAIN programme, the gender dimension is explicitly present; this ranges from strict parity in the advisory committees to gender mainstreaming in the proposals and gender dimension in the proposals and their evaluation. Specific attention is also paid to the composition of expert panels. This experience will be replicated and extended to other programmes at Belspo and in the Federal Scientific Institutions.

Practical actions:

- 8.1. *Referring to the GEP and the Federal Diversity Charter in KBR's research strategy.*
- 8.2. *Raising awareness among scientific staff as well as members of scientific juries or committees around the gender dimension.*

9. Measures to combat gender-based harassment

All federal administrations and institutions are required to comply with a legal framework that addresses bullying (defined by the “[well-being](#)” law) in all its forms, regardless of who the victim or the bully is. KBR has designated confidants who attend basic training, as well as annual refresher courses.

Confidential counselling, training and refresher courses are monitored by the internal prevention advisor and by [EMPREVA](#), the central unit for the joint internal service for prevention and protection at work of the federal civil service in Belgium. Empreva’s actions extend beyond harassment and consider the well-being of the employee as a whole.

KBR is committed to promoting the well-being of every employee. It conducted an analysis of psychosocial risks in collaboration with Empreva and drew up an action plan to remedy the most common risks.

Practical actions:

- 9.1. *KBR will publish the contact details for the confidential counsellors, as well as any information on psychosocial risks, on the intranet.*
- 9.2. *KBR will regularly report internally on the implementation of the psychosocial risks action plan.*

KBR  **Where time
is treasured**

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D/2023/0020/0003