

Gender Equality Plan

Gender Equality Plan (GEP)

Institutional document adopted by the Presidency · Version 1.0 · First adopted 2026 · www.dornairan.com

Preamble — Commitment of the Presidency

DORNA is an independent research and policy-analysis institute dedicated to Iran and its regional environment. The cause of equality between women and men lies at the very heart of our field of study: the struggles of Iranian women for freedom and dignity are among the most powerful expressions of democratic resistance of our time. For DORNA, gender equality is not a regulatory requirement to be met; it is a founding principle, inseparable from the institute's mission.

This Gender Equality Plan formalises DORNA's commitment to translating that conviction into its own institutional functioning: governance, human resources, working methods and culture, and analytical output.

Adopted by the Presidency and binding on the institution as a whole, this Plan is a living document, published at www.dornairan.com and subject to periodic review in accordance with the requirements of the Horizon Europe framework programme and of the European instruments for research funding.

1. Scope and guiding principles

This Plan applies to all of DORNA's activities. It covers salaried and non-salaried staff, members of the governance bodies, associated researchers, interns and regular service providers, as well as all of the institute's analytical and editorial output.

Guiding principles:

- Effective — not merely formal — equality between women and men in all functions and at all levels of responsibility.
- Systematic consideration of the gender dimension in the institute's analytical output.
- Zero tolerance of any form of discrimination based on gender, sexual orientation or gender identity.
- Intersectionality: recognition of the interactions between gender and other possible grounds of discrimination (origin, age, disability, sexual orientation, gender identity, migration status, religious or philosophical affiliation).

2. Governance and resources dedicated to implementation

2.1. Institutional responsibility

The President of DORNA holds institutional responsibility for the implementation of this Plan. She may delegate its operational implementation to a member of the team or to a designated external adviser, whose identity is published in the dedicated section of the institutional website.

2.2. Gender Equality Advisory Committee

A Gender Equality Advisory Committee is established. Composed of at least three persons, including at least one person external to DORNA with recognised expertise in gender equality, the Committee meets at least once a year. Its opinions are made public in a form that preserves the anonymity of the persons concerned.

2.3. Human and financial resources

DORNA allocates the human, financial and documentary resources necessary for the effective implementation of this Plan. For each financial year, the following are provided:

- Dedicated working time for the implementation of the Plan, corresponding to at least 5% of the working time of the President or of the person to whom this responsibility is delegated.
- An annual budget allocation devoted to training, external audit and the production of monitoring indicators. The amount of this allocation is set each year in the institute's provisional operating budget and made public in its annual report.
- Recourse to external expertise in gender equality whenever necessary, in particular during the biennial implementation audit.

3. Data collection and monitoring

3.1. Sex-disaggregated data

In compliance with the General Data Protection Regulation (GDPR) and applicable French law, DORNA collects sex-disaggregated data on:

- The composition of salaried, non-salaried and voluntary staff.
- The composition of the governance and advisory bodies.
- Remuneration and fees paid for comparable positions and responsibilities.
- Recruitment, promotions and terminations of function.
- Speakers at public events organised or co-organised by DORNA.
- Authors and co-authors of publications issued under the DORNA name.
- Persons cited, interviewed and consulted as sources in the institute's publications.

3.2. Biennial monitoring report

A report monitoring the implementation of this Plan is produced every two years. It presents the disaggregated data, analyses their evolution, identifies persistent gaps and sets out the corrective measures adopted. This report is adopted by the Presidency, presented to the Gender Equality Advisory Committee and published on the institutional website.

3.3. Key indicators

- Proportion of women among salaried and non-salaried staff.
- Proportion of women in each governance body.
- Gender pay gap for comparable positions and responsibilities, measured as soon as the organisation reaches a size that makes the measurement statistically significant.
- Proportion of women among speakers at DORNA events.
- Proportion of women among authors and co-authors of DORNA publications.
- Number of gender-equality training activities undertaken by staff and by the governance bodies.
- Number of reports of harassment or discrimination received and the action taken.

4. Training and awareness-raising

4.1. Mandatory initial training

Every person joining DORNA (salaried staff, associated researchers, members of governance, interns) undergoes a gender-equality awareness activity within six months of their arrival. This training addresses:

- The fundamental principles of European and French law on equality between women and men.
- Unconscious gender bias in recruitment, evaluation and decision-making.
- The recognition and prevention of sexual and sexist harassment.
- The gender-equality issues specific to DORNA's field of research, in particular concerning Iran, its region and diaspora communities.

4.2. Continuing training

The President and permanent staff undertake at least one gender-equality training activity every two years. An annual training plan is included in the institute's provisional budget.

4.3. External awareness-raising

DORNA integrates the question of gender equality into its public output, its conferences, its training activities and its institutional dialogue.

5. Thematic areas and concrete measures

5.1. Work-life balance and organisational culture

Measures:

- An explicit policy of flexible hours and remote working, applied on a non-discriminatory basis to all staff.
- Arrangements for persons with family or caregiving responsibilities.
- A prohibition on convening internal meetings outside standard hours (9 a.m.–6 p.m.), except in a duly justified emergency.
- Respect for, and facilitation of, the full exercise of statutory rights to maternity, paternity and parental leave, with no adverse consequence for the professional path.
- Attention to workload and the prevention of burnout; an annual assessment of working conditions as part of the individual review.

Indicator: rate of use of flexibility arrangements, disaggregated by sex.

5.2. Gender balance in governance and decision-making

Objective: to maintain a minimum threshold of 40% representation of each sex in the governance bodies (Bureau, Board of Directors, and Scientific Committee once constituted) and in management functions.

Measures:

- Every new appointment to a governance or management function is subject to a prior check of the overall gender balance of the body concerned.
- Where an imbalance is observed in the biennial report, a corrective action plan is adopted by the Presidency.
- The composition of DORNA's governance bodies is published on the institutional website, indicating gender.

Indicator: proportion of women in each governance body and among management functions.

5.3. Equality in recruitment, evaluation and career progression

Measures:

- Every job, internship or assignment advertisement published by DORNA uses gender-neutral wording and explicitly states the institute's commitment to equality and diversity.
- Recruitment panels of two or more persons are gender-mixed where the size of the organisation allows.
- Evaluation criteria are formalised and made explicit to all candidates.
- Annual individual reviews include a check on the fairness of past evaluations.
- Maternity, paternity and parental leave may not constitute an unfavourable ground for advancement, remuneration or access to training.
- Biennial monitoring of any pay gaps for comparable positions and responsibilities.

Indicator: gender parity of applications received, shortlisted and selected; pay gap; advancement rate disaggregated by sex.

5.4. Integration of the gender dimension into research and analytical output

Gender equality is a structuring axis of DORNA's analytical output, particularly relevant given the institute's field of study: Iran and its region are among the areas of the contemporary world where gender issues are most acute, both in terms of rights and of the repression exercised against women and against sexual and gender minorities.

Measures:

- All DORNA publications explicitly take the gender dimension into account where it is relevant to the subject addressed, and justify its absence where it is not.
- A minimum target of 40% women is set among the authors, co-authors, public speakers, cited experts and interviewees in DORNA output.
- An annual review of gender representation in the institute's output is included in the biennial report.
- DORNA maintains and makes available a public database of women experts on Iran and its region, open to media, institutions and partner organisations.
- Publications on women's rights, gender-based violence in Iran, the persecution of sexual and gender minorities and sex-specific repression constitute a permanent and priority editorial axis of the institute.
- Methodological training of associated researchers in gender-sensitive analysis.

Indicator: proportion of women among speakers and authors; annual number of publications explicitly integrating the gender dimension.

5.5. Prevention and handling of gender-based violence, including sexual harassment

DORNA adopts a policy of zero tolerance of any form of sexual, sexist or gender-based harassment, and of any violence of this nature.

Measures:

- A charter for the prevention of sexual and sexist harassment is adopted by the Presidency and distributed to every person joining DORNA, at any point in their time with the institute.
- A confidential reporting mechanism is put in place, with two points of entry: the President and an independent external person (a legal professional or a member of the Advisory Committee). This dual channel ensures that, in all circumstances — including where the Presidency itself is implicated — any report can be handled impartially.

- Every person working at DORNA receives annual information about this mechanism.
- Every report is handled within fifteen working days of its receipt, in strict compliance with confidentiality and the protection of the person reporting.
- An annual review of the mechanism is presented to the Gender Equality Advisory Committee and included in the biennial report, in aggregated form preserving the anonymity of the persons concerned.
- DORNA undertakes to comply with the legal obligations to report to the competent authorities where the facts so warrant.

Indicator: effectiveness of the reporting mechanism (traceability, timeframes, outcome); number of annual reminders carried out.

6. Adoption, publication and review

6.1. Adoption

This Plan is adopted by the Presidency of DORNA. It binds the institution as a whole and is incorporated into the association's internal rules.

6.2. Publication

This Plan is published on DORNA's institutional website (www.dornairan.com) in a dedicated section, directly accessible from the home page. Previous versions and successive updates are archived there.

6.3. Review

This Plan is reviewed every two years, on the occasion of the publication of the monitoring report. It may be reviewed earlier in the event of a change in the applicable legal framework, a significant change in the organisation's structure, or on the reasoned opinion of the Gender Equality Advisory Committee.

Adopted in Paris, on 01/06/2026

Maneli Mirkhan

President of DORNA

Signature:

