



vzw Zefiro Torna
Minderbroedersgang 5
2800 Mechelen, Belgium

Zefiro Torna Gender Equality Plan

1. Introduction and Vision

Zefiro Torna is committed to promoting gender equality and fostering an inclusive organisational culture. The organisation aims to be recognised as a beacon of respect and integrity, both internally and externally. We believe that respect forms the foundation for creativity, collaboration, and innovation. By ensuring that everyone feels valued and heard, we stimulate open dialogue, mutual understanding, and sustainable development.

Our mission and well-being policy are guided by the following core values:

- Respect: Treating everyone with dignity and recognising unique contributions.
- Integrity: Acting with honesty, transparency, and consistency.
- Inclusion: Embracing diversity and ensuring accessibility for all.
- Collaboration: Building bridges across communities and disciplines.
- Innovation: Encouraging creativity and openness to new ideas.

These values underpin our approach to gender equality and diversity.

The Gender Equality Plan was approved by the management of Zefiro Torna on 28 August 2025? The plan is being followed up and updated by the appointed Gender Equality Responsible.

2. Scope and Principles

Zefiro Torna recognises gender as an essential dimension of diversity and inclusion, alongside other factors such as age, disability, ethnicity, religion, and sexual orientation. We commit to:

- Embedding gender equality across all organisational levels and activities.
- Ensuring that diverse perspectives are represented and valued.
- Creating a safe, respectful, and inclusive work environment for staff, freelancers, and audiences.

3. Objectives

1. Achieve Gender Balance in Staffing and Freelance Engagement
 - Strive for gender parity in recruitment, appointments, and collaborations.
2. Ensure Equal Opportunities in Career Development
 - Provide fair access to training, professional growth, and leadership roles.
3. Promote Gender Balance in Audiences and Participants
 - Encourage equal participation across genders in our cultural programmes and activities.
4. Integrate Gender Perspectives in Projects and Programming

- Mainstream gender considerations into project design, artistic curation, and outreach.
- 5. Strengthen Organisational Awareness and Accountability
 - Raise awareness of gender equality among staff and freelancers.
 - Establish mechanisms to monitor and evaluate progress.
- 6. Ensure Gender Balance and Integrity in Governance
 - The governing body is composed with careful consideration of the competencies required, ensuring objectivity and integrity in the decision-making process.
 - Efforts are made to achieve a balanced representation of women and men.
- 7. Promote Gender Balance in Leadership and Decision-Making
 - Increase the representation of women in leadership and decision-making positions.
 - Foster inclusive leadership practices that reflect organisational values of respect, transparency, and collaboration.
- 8. Support Work-Life Balance for all Staff and Freelancers
 - Introduce and promote policies that enable flexible working arrangements.
 - Ensure that both women and men can reconcile professional responsibilities with personal and family life.

4. Measures and Actions

4.1 Recruitment and Staffing

- Apply gender-sensitive recruitment procedures, including balanced shortlists and diverse selection panels.
- Monitor and report gender distribution in new hires and freelance contracts.

4.2 Career Development and Leadership

- Ensure equal access to training, mentoring, and professional development opportunities.
- Promote transparent criteria for promotions and leadership positions.

4.3 Governance and Decision-Making

- Strive for gender balance in the governing body, ensuring objectivity, integrity, and fairness in decision-making processes.
- Encourage diverse representation in all committees and advisory boards.

4.4 Work-Life Balance

- Introduce flexible working arrangements (remote work, adaptable schedules).
- Develop policies to support parental leave and family responsibilities for both women and men.
- Regularly assess employee and freelancer satisfaction with work-life balance.

4.5 Programming and Audiences

- Integrate gender perspectives into project design, artistic programming, and outreach activities.
- Strive for gender balance in the selection of artists, speakers, and collaborators.
- Actively monitor and encourage gender balance in audience participation.

4.6 Organisational Awareness and Accountability

- Develop and implement a Gender Equality and Respectful Behaviour Code of Conduct.
- Integrate gender equality awareness into onboarding for staff and freelancers.
- Establish safe and anonymous feedback mechanisms for reporting concerns.
- Share annual updates on progress and actions taken within the organisation.

4.7 Data Collection and Monitoring

- Collect and analyse gender-disaggregated data on:
 - Staff composition (contracts, functions, seniority levels).
 - Freelance collaborators by field of expertise.
 - Audience participation and project beneficiaries.
- Publish annual monitoring reports with clear indicators of progress.
- Evaluate effectiveness of measures and adapt strategies where necessary.

Objective	Measures / Actions	Indicators	Responsible Body
Achieve gender balance in staffing and freelance engagement	- Gender-sensitive recruitment (balanced shortlists, diverse panels) - Monitor freelance selection by gender	- women/men equally represented among staff and freelancers	Manager/ Artistic Direction
Promote gender balance in audiences and participants	- Outreach to underrepresented groups - Monitor audience participation	- women/men equally represented in audiences - Diversity statistics in programme participation	Audience Development / Communication
Integrate gender perspectives in projects and programming	- Include gender lens in project design and artistic curation - aim for a balanced representation of women and men (around 50/50) in artistic programmes, allowing for small variations depending on artistic context	- Minimal 20 % of projects with explicit gender considerations - women/men equally represented in artistic programmes	Artistic Direction / Project Leaders
Strengthen organisational awareness and accountability	- Develop Gender Equality & Respect Code of Conduct	- Code adopted and implemented	Manager/ Artistic Direction
Ensure gender balance and integrity in governance	- Strive for equal gender representation in governing body - Ensure transparent decision-making processes	- women/men equally represented in governing body - Governance policy adopted	Board of Directors
Promote gender balance in leadership and decision-making	- Leadership mentoring for women - Transparent selection criteria for leadership roles	- women/men equally represented in leadership positions - Number of mentoring initiatives implemented	Manager/ Artistic Direction
Support work-life balance for all staff and freelancers	- Introduce flexible working arrangements - Promote parental leave	> 60 % uptake of flexible working	Manager/ Artistic Direction

	for both women and men - Regular satisfaction surveys	- Satisfaction survey results	
data collection and monitoring	- Collect and analyse gender-disaggregated data (staff, freelancers, audiences) - Publish annual monitoring reports	- Annual gender equality report published - Indicators tracked year by year	Manager

5. Monitoring and Evaluation

Zefiro will implement a monitoring framework to track progress, including:

- Annual reporting on gender-disaggregated data for staff, freelancers, and audiences.
- Evaluation of measures and adjustments where targets are not being met.
- Integration of gender equality indicators into broader organisational assessments.

6. Conclusion

Despite sectoral challenges and imbalances in certain expert pools, Zefiro Torna remains committed to achieving gender equality across all areas of its work. By embedding gender equality in our policies, projects, and daily practices, we aim to create a respectful, inclusive, and innovative environment that reflects our core values and contributes to a more equitable cultural sector.