



Agenda

- 1) Minutes of the last meeting and any matters arising
- 2) Governing Board matters
- 3) &frankly survey.
- 4) AOB

1) Minutes of the last meeting and any matters arising (Dan)

- There were no questions about the minutes from the previous meeting.
- Marietje Schaake (International Policy Director at Stanford University's Cyber Policy Center and international policy fellow at Stanford's Institute for Human-Centered Artificial Intelligence, former member of the European Parliament for the Dutch liberal democratic party) did not accept SIPRI's invitation to join the board citing current family responsibilities. SIPRI staff is welcome to submit further ideas for board members. There will be future opportunities to discuss the composition of the board.

2) Governing Board matters (Joakim)

- The draft agenda with a detailed structure of the board meeting on Nov. 14-15, 2022 was shared with RSC members on Oct 21, 2022.
- It will be held in its traditional Monday to Tuesday format with an informal dinner on Sunday evening.
- Joakim noted that the first five-year mandate will expire for two board members and there will be discussions about possible extensions.
- The reporting on SIPRI finances (agenda item 4) will include a financial trend report covering how finances have evolved over the reporting period and what to expect going forward.
- Dan and Joakim are absent for agenda item 5 (meeting with union representatives).
- Overall, prominent topics to be explored at the board meeting include the Ukraine war and its repercussions, the state of the world and SIPRI's role, as well as implications for SIPRI as Sweden becomes a NATO member.
- **Monday, Nov. 14** will conclude with a public event at Finlandshuset titled "*Ukraine, climate, cyber, food ... a world of challenges: what next?*" This will also be the final session of the Stockholm Security Conference. All board members will be on the panel, which will be moderated by Dan. This is followed by a formal dinner. Senior foreign policy representatives have been invited to the event and dinner.
- On **Tuesday, Nov. 15** all staff is invited to attend and participate in the opening discussion on "*The state of the world and SIPRI's role.*" Stefan Löfven will provide a 10-minute online introduction on the state of the world and provide his reflection on the situation in Sweden and Sweden's accession to NATO. This will be followed by 12-minute "speed dating" conversations in-person between individual Board members and smaller cluster teams. The format is designed to provide SIPRI staff with opportunities to interact more closely with SIPRI's board and engage with them on issues arising in research.

Comments and Questions

Key messages for governing board

- Timo as staff representative acts as an observer on board on behalf of all staff and encouraged SIPRI staff to use the RSC to ask questions about the forthcoming board meeting or reach out to him. He highlighted current uncertainties related to the economy, inflation, energy prices, funding and finances and how we may be affected as an institute or as individuals. He also emphasised the trend report on finances, the change of government and uncertainties how SIPRI's relationship with the incoming government might evolve, as well as the possibility of the strategic grant coming in quite late. Given this context, he asked what key messages Dan will deliver to the governing board.
- In response, Dan emphasized the importance of avoiding a downward spiral in activities. He stressed that forward movement needs to be maintained while being careful with finances. At the same time Dan highlighted the need to diversify income sources. Dan also emphasized the importance of understanding SIPRI's assets: Reputation, standing, and care for evidence. He invited all to keep on producing good projects and good project ideas. His message was to maintain continuity and a long-term research focus but be flexible to take on new issues as they arise or even before they arise. His message to the board will not be about a change of course, but about "steering with our eyes open". This entails maintaining a close eye on what the incoming government prioritizes and how much room of maneuver this gives SIPRI. Joakim endorsed these messages as the most significant.

Stefan Löfven's role as President of the Party of European Socialists (PES)

- Nan asked about whether Stefan Löfven's role as President of PES might affect his role at SIPRI. Steph reported that the Outreach team monitors the situation on all channels and that there was no major reaction on Stefan's new appointment, nor was a link to SIPRI made.

Director's and Deputy Director's Report

- Pieter W. asked about the content of the update on SIPRI's strategy that is part of Director's and Deputy Director's report (item 3 on the Board agenda). Dan replied that there are no new objectives or new goals, but the analytical section of the report is updated. This includes analysis of the state of the world (updated every year). In addition, change brought about with the war in Ukraine will be prominent, for example Sweden joining NATO.

Outreach to incoming Swedish government

- Timo asked about SIPRI's outreach to the new government ahead of the board meeting and invitations extended to the public event. Dan responded that the State Secretaries for development and climate have been invited, as have chairs and deputy chairs of the relevant parliamentary committees, and several senior officials. The intention is to engage a wide range of relevant foreign policy people at both the public event and the dinner.
- In addition, Dan – together with the heads of other research institutes – will talk to the foreign affairs committee on 23 November. Other meetings are taking place with senior officials.

3) &frankly survey (Joakim)

- Joakim presented the results of the &frankly survey and thanked the 70 respondents (out of 87). The 80% participation rate is well above the 70% threshold for the results to be reliable and worthwhile to act upon, but below the 95% of participation last year.
- The &frankly survey is part of efforts to assess SIPRI's work environment with the spirit of improving it further. The last survey was conducted in February 2021; the new survey was

conducted to take the pulse after returning to the office in March, settling into new routines, and while the PAD process is ongoing. Some questions were added related to the engagement training. In addition, the questions related to discrimination were fine-tuned, to distinguish between having witnessed discrimination and being exposed to it.

- Overall, the results are similar to last year's survey and show that SIPRI is in good shape, but there is also some room for improvement, as there always is.

Process going forward

- Cluster/department discussion on the detailed results of the survey will take place by November 11
- HR will conduct a risk assessment base on the result by November 18
- The results of the cluster/department discussions will be reported back on at the MMM on Nov. 21
- SMT will discuss the results, including follow up action, in their meeting on Nov. 23
- The way forward will be shared at the MMM on Nov. 28

Key results

- 65% of the respondents report a strong team spirit at work right now, while 74% feel a sense of pride working at SIPRI.
- 68% of respondents feel that SIPRI is making the best use of their skills. Joakim highlighted this as an area with room for improvement.
- 69% of respondents feel that they are working based on shared values at work. However, what these values are is work in progress – they have not been spelled out explicitly. Joakim highlighted integrity, transparency and cooperation.
- The results on stress levels and the results on workload vs. management expectations remained more or less the same since the last survey.
- 86% of the respondents feel they have the right capabilities (up from 84%) to fulfill their responsibilities at work, compare to 72% who fell they have the right mandate (up from 61%).
- 70% of colleagues feel they can reach out for support if they have too much to do.
- 84% of respondents feel respected by their managers and colleagues.
- The detailed results of witnessing or being subject to discrimination at the workplace will be discussed in the follow up meetings. Some responses are about having witnessed discrimination on grounds of race/ethnicity, age and gender but not all respondents chose to respond to this question. As to having been subjected to discrimination, experience of this is only reported in relation to age and gender, but again a significant percentage of people chose not to respond. Further discussion is needed here.
- Only 46% of respondents report that their workplace is free from draining conflicts. This should ideally be higher.

Questions and discussion

- Dan stressed there will be multiple opportunities to discuss the detailed results.

Discrimination

- Dan stressed that it is worth looking into the relationship between having witnessed and having experienced discrimination. As far as SIPRI is concerned any experience of discrimination is not good and SIPRI is committed to address it.

Comparisons

- Fred asked how SIPRI performs in comparison to peers and what we compare the results with? Helena said that the only benchmark we have are all companies that use & frankly. Dan added that we cannot find out the content of the group that is being benchmarked. In other

words, we cannot get a result for research institutes who use it. Fred suggested it may nonetheless be interesting to see these comparative figures.

- Noah asked if we will be able to see larger groupings by gender and age, for example, and where gender sits in comparison to the age group? Helena confirmed that different segments (for example length of contract) were inserted that could be interesting to look at. She also confirmed that the spread of results can be made visible rather than just the average.

Variation and deviation

- Nan expressed concern that the average score may hide significant variation. In response Dan explained that cluster results are separated out and can be viewed but that, because the survey should be a safe space, the results for small groups are not reported separately. In SIPRI, the CCR is the only team big enough to see its own separate results. Any comparison we might like to think about is to what extent shifts may have taken place, but this needs to be thought about at a larger group level. Individuals cannot be tracked.

Other tools

- Joakim emphasized that the survey is a tool to help SIPRI facilitate a discussion about the issues and that it is important to think about ways to cooperate to improve – whatever areas these are – and how we can become even better in generating a respectful work environment. He also shared that colleagues in the Cooperation Group are working on a code of conduct. He applauded Laura Brun's initiative to work on diversity and inclusion issues.
- Pieter asked whether SIPRI will receive advice from an outside advisor regarding the survey results? Helena stressed that there is a lot that can be done internally first. Outside help would be a second step, that may be sought, if need be. Dan endorsed this approach.

4) AOB

- No other issues were brought up.

List of Participants

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Alexandra Manolache
Amal Bourhrous
Ana Assis
Anniek Barnhoorn
Caroline Delgado
Caspar Trimmer
Cecilia Bagge
Claudia Pfeifer
Dan Smith
Daniele Crimella
Diego Lopes
Elin Elmger
Emma Zetterström
Evelina Francesca Cristofano
Felicia Kihlberg
Florian Krampe
Frederic Daudon
Giovanna Maletta
Giovanna Maletta
Hedvig Brage
Helena Berger
Ian Anthony
Jair van der Lijn
Janet Feenstra
Jannie Lilja
Jiayi Zou
Joakim Vaverka
Joey Fox
Johanna Eliasson
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Marie Riquier
Marina Capriani
Mark Bromley
Martina Selmi
Nan Tian
Nikos Politis
Nivedita Raju
Noah Bell
Noel Kelly
Olle Persson
Pauline Poupart
Pieter Wezeman
Priscilla Frimpong Boateng
RYAN
Sanem Topal
Sepideh Soltaninia
Shannon Kile
Shivan Fazil
Shourjya Deb
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