

# — OPERATIONAL DOCUMENT

## DIVERSITY AND INCLUSION ANNUAL REPORT 2023

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# 1. PURPOSE

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In line with European equal opportunities legislation (Directive 2006/54/EC), LIST made a commitment to its employees and partners to promote a culture in which all employees can contribute their strengths and skills, in order to execute LIST's strategy and fulfil their individual potential, regardless of ethnicity, faith, age, gender or sexual orientation.

In accordance with national and European requirements, a D&I strategy was developed in 2021 that identified three priority action areas in the domain of diversity management and equality, and defined and implemented objectives and specific projects to achieve the goals set:

- Equal opportunities: the organization and processes are designed to enable and ensure equal work and career opportunities for all LIST employees, regardless of their biological, gender and social characteristics.
- Well-being and belonging: Put simply, LIST values diversity. LIST is a flexible workplace that helps to ensure a good balance between personal and professional commitments.
- Special protection: LIST has measures in place to ensure that employees receive appropriate support in specific challenging personal situations.

This report provides an overview of the activities carried out, measures implemented and progress made in 2023 to improve diversity and inclusion at the institute. Its objective is to make LIST's commitment to promoting a diverse and inclusive workplace transparent. By highlighting the efforts made, complex situations encountered and positive outcomes, LIST aims to promote accountability, encourage dialogue and demonstrate its commitment to creating an environment in which all people feel valued, respected and empowered.

# 2. SCOPE

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The document sets out the actions planned and implemented in 2023 to deliver the D&I strategy, and highlights developments in each area of action. It is intended for all institute staff, partners and stakeholders, as well as interested citizens.

## 3. DESCRIPTION

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### 3.1 Highlights of 2023

In 2023, we made significant progress in implementing Diversity & Inclusion (D&I) measures. Our mission remains to foster a corporate culture in which diversity is celebrated, and inclusion is actively practised. Through comprehensive measures, collaborations and targeted initiatives, we have not only driven positive change internally, but have also strengthened our presence in the external D&I community. The most important actions and measures implemented are described in detail below.



#### Diversity day – Quiz

In celebration of Diversity Month, our organization proudly hosted the "Did You Know That...?" quiz, an engaging and enlightening event aimed at fostering understanding of and appreciation for the diverse tapestry of cultures, histories and identities within our community.

At the same time, the quiz challenged participants to broaden their perspectives and deepen their knowledge. Through a series of questions spanning various topics, such as history, art, cuisine and traditions from around the globe, participants embarked on a journey of discovery and exploration.



#### Newly launched Development Programme for High Potential Women

Ten colleagues from all departments took part in the **High Potential Women Development Programme** launched at LIST in December 2023. This eight-month initiative, launched as part of the "*Actions Positives*" programme (co-financed by the MEGA), offers coaching and training sessions to prepare participants for future leadership positions.

The aim is to improve gender balance in leadership positions in research and technology.



### Continuing to support the importance of LGBTQIA+ inclusivity

For the third year in a row, LIST was an official sponsor of the Luxembourg PRIDE Week. This event celebrates diversity, equality and LGBTQIA+ rights. Sponsors provide financial or other resources to support the organization and promotion of the week-long series of events, which includes parades, parties, panel discussions and cultural activities. Through its support, the institute promotes the values of diversity, equality and social progress. This year, LIST also showed its solidarity with a stand at the **PRIDE Street Fest**.



### Continued Progress: Advancing the *Actions Positives* Programme

In 2023, LIST continued to promote gender equality by actively participating in the Ministry for Gender Equality and Diversity (MEGA) **Actions Positives** programme. This included creating the LIST Action Plan, which was presented and approved by the *Actions Positives* committee at MEGA. Our dedicated working group is driving initiatives to ensure equality in recruitment, decision-making and work-life balance.



### Women & Girls in Science video series nominated for the Diversity Awards 2023

Since 2022, the Women & Girls in Science video series has been showcasing women in science, aiming to empower girls and foster inclusivity in science and research. LIST has been a partner of this initiative, coordinated by Research Luxembourg, from the very beginning. The video series was nominated for the **Diversity Awards 2023**, organized by **IMS Luxembourg**. These awards recognize exemplary diversity management and equal opportunities practices within organizations in Luxembourg.



## 4. FOCUS AREAS

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### 4.1 Focus Area 1: Equal opportunities

**Goal:** Structure the organization and processes in such a way that they enable and guarantee equal job and career opportunities for all LIST employees, regardless of their biological, cultural, gender and social characteristics.

#### 4.1.1 Gender balance

**Goal:** Increase gender parity among LIST employees in the job categories and at hierarchical levels where a specific gender is under-represented.

Overall, at LIST, there is still an overwhelming majority of male staff, as illustrated in the diagram below:

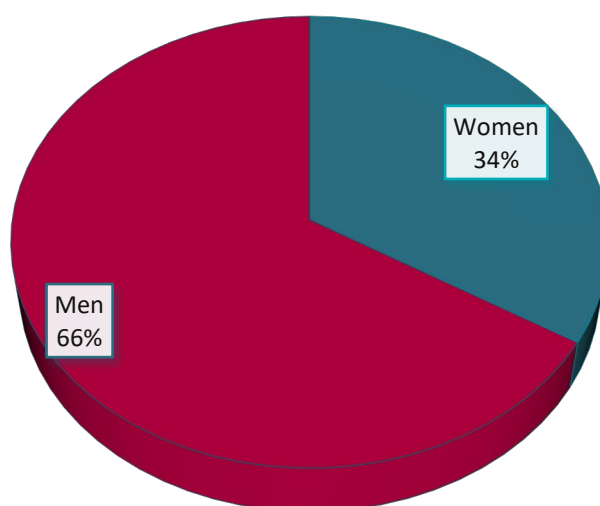


Fig. 1 LIST staff by gender in 2023

At LIST, women are still underrepresented in R&D positions and overrepresented in administrative positions. Our efforts to counteract this and achieve a better gender balance were intensified in 2023, particularly in the area of talent acquisition.

In addition to revising our job advertisements to use inclusive language, we made targeted use of platforms that specialize in recruiting talent from underrepresented groups. This included specialized networks that focus on women in STEM professions and international talent.

In 2023, we were not able to increase the proportion of women in science departments from previous years (2021: f 25.6%, m 74.9%; 2022: f 25.1%, m 74.9%; 2023: f 25.3%, m 74.7%). Nevertheless, our efforts in this area continue.

Efforts to be an attractive employer for highly qualified female researchers must be further strengthened, and the development and retention of existing talent must be intensified. This is one of the aims of the pilot project to support highly qualified female scientists, which was launched in December 2023 (see following chapters).

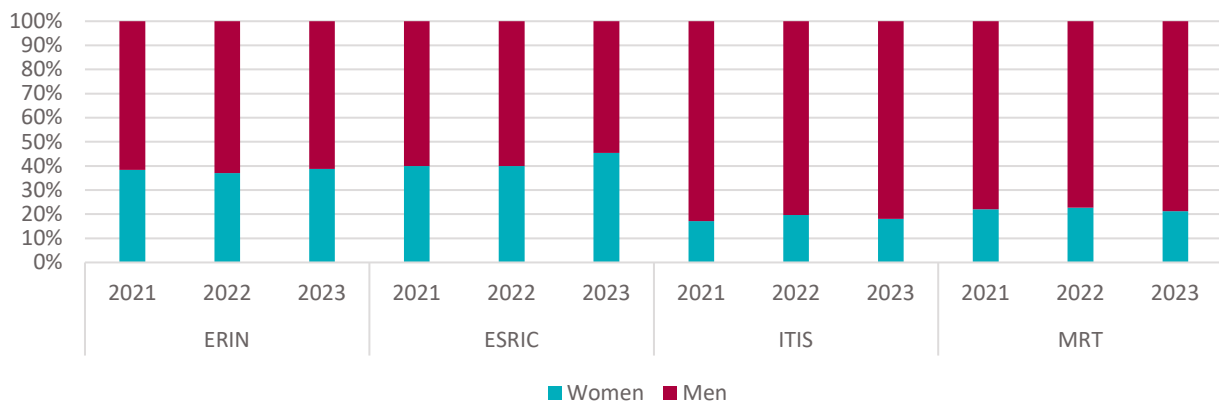


Fig. 2 Research staff by department 2021-2023

In the corporate area, however, our efforts to achieve a better gender balance have yielded positive results. We have increased the proportion of men in administrative positions, bringing us closer to gender balance in this area (m: 46%, f: 54%).

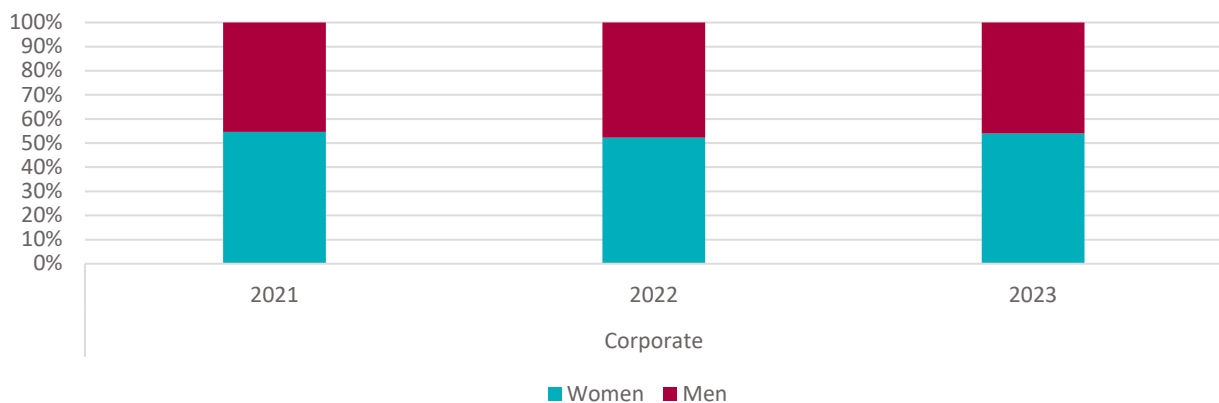


Fig. 3 Corporate staff 2021-2023

#### 4.1.2 Actions Positives

*Actions Positives* is a programme created by the Ministry of Gender Equality and Diversity (MEGA) that supports companies in developing and implementing measures to improve and guarantee gender equality in the workplace.

LIST signed the contract to participate in the programme in 2021 in order to reduce gender imbalance within the institute, while at the same time increasing its attractiveness as an employer: both to attract new talent and to improve the well-being of existing employees.

Due to the measures taken to contain the Covid crisis, the implementation of the project was delayed by one year. The duration of the project execution has therefore been extended to the end of 2024, as illustrated below:

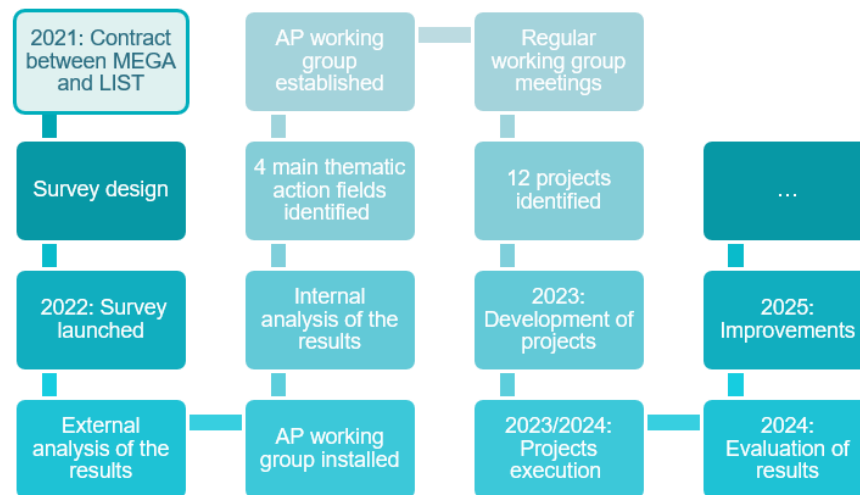


Fig. 4: *Actions Positives* roadmap

Following an initial analysis of the situation and a survey of our employees, carried out by an external consultant, in 2022, the internal *Actions Positives* working group identified five key areas requiring action:



Fig. 5: Areas of action

These five internal areas were assigned to the *Actions Positives* programme's own three fields of action: "Equal treatment", "Equality in decision making" and "Work-Life balance", each of which is dealt with by a specific working group. A work plan of 12 projects was drawn up, to be implemented successively from 2022 until the end of 2024.

The action plan was approved by the MEGA's *Actions Positives* Committee and has since been implemented step by step. In 2023, the focus was on the development and implementation of a coaching and training programme to provide targeted support for highly qualified female researchers. The aim of this programme is to prepare the participants for future leadership roles and to provide them with qualifications in specific subject areas, as well as to promote the retention of highly qualified staff. It also aims to increase the number of female managers and highly skilled female



researchers in the institute. This special development programme was piloted in December 2023 with 10 participants from all departments of the institute, particularly the research departments.

### 4.1.3 *National Gender Working Group in public research (GWG)*

The GWG continues to work on the materials to be developed and the measures to be implemented to improve gender equality in the Luxembourg research sector. Various working materials have been developed, such as the 'Best practices for collecting and monitoring gender-disaggregated data' document and other best practice documents to support national research organizations in implementing measures to achieve the common goal.

### 4.1.4 *Inspiring More Sustainability (IMS) working groups*

IMS is a **network** of Luxembourgish companies active in the field of sustainable development. The mission of IMS is to inspire national economic actors to adopt responsible policies and practices. It is an independent, non-profit organization that provides know-how, concrete solutions, awareness-raising campaigns, and information to its members.

LIST has been a member of IMS since 2020 and signed the national IMS Diversity Charter in 2021.

In 2023, LIST actively participated in two working groups organized by IMS:

- **Handi-perception:** this working group aims to increase the inclusion of people with disabilities in the workplace and offers two solutions to Luxembourgish employers at the end of the project:
  - A tool to measure the effectiveness of disability inclusion policies in companies by questioning employees' perception.
    - LIST is one of the 15 members of the working group.
- **LGBTQIA+ people inclusion:** the working group focused on the development of guidelines in order to create two surveys to better understand the situation of the LGBTQIA+ community in the workplace.
  - One survey is addressed to the community and the other to employers in Luxembourg. They will be launched in 2024.
    - LIST is one of the five active members of the working group.

### 4.1.5 *Recruitment equity*

**Goals: Increase gender balance among the applications received, applicants invited for interviews and those recruited. Attract excellent and diverse staff.**

At LIST, women are underrepresented in R&D positions. Furthermore, the number of women decreases as the level of hierarchy increases.

In 2023, efforts to improve gender balance in this area of the company continued.

In addition to revising our job offers to use more inclusive language, we have made targeted use of platforms that specialize in recruiting talent from underrepresented groups. This includes collaborations with networks that focus on women in tech professions and international talent.

Thanks to these changes and adjustments, the number of applications received from women in 2023 was roughly the same as in the previous year, despite the lower number of job postings than in 2022. Women represented 27% of all applications, and 10% of women applicants were invited to an interview (compared to 7% of male applicants). However, in 2023, only 22% of the female applicants interviewed were hired (compared to 25% of male applicants). 6% of applicants did not declare their gender.

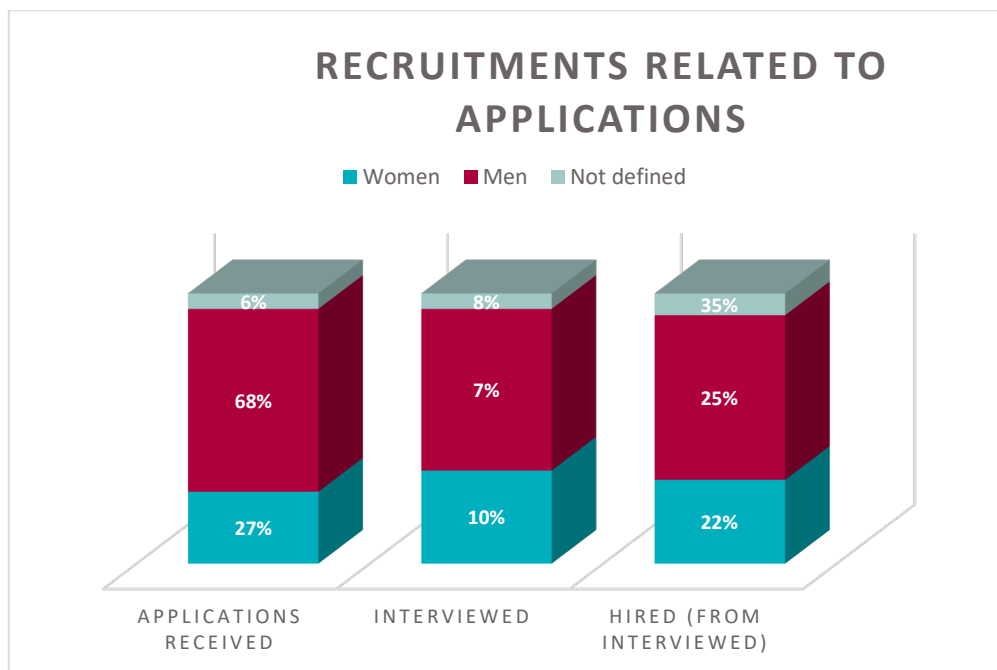


Fig. 6: Main stages of the recruitment process by gender

We remain committed to refining our recruitment strategies to provide equal opportunities for all candidates, regardless of gender, and to fostering an environment where diversity is celebrated and valued.

However, the impact of the changes to our recruitment process was mixed. While there was some positive progress, the impact on underrepresented groups was still less than hoped for, especially at higher levels or in leadership positions. In the years ahead, attention will need to be paid to finding new and diverse ways to become a more attractive employer for highly skilled women.

#### 4.1.6 Gender pay gap

**Goals: Detect possible pay gaps and close them. Uncover any discrimination in the granting of bonuses and other salary allowances and eliminate it.**

The gender pay gap at LIST narrowed in 2023 from -1.2% to -0.9%<sup>1</sup>. We continued to pursue a systematic approach to analysing gender pay gaps. As in previous years, the LOGIB tool was used to conduct detailed assessments of individual job functions. These examined skill variables, occupation-specific criteria and demographic factors to identify instances of pay disparity. Within each function, high-risk pairs were identified, and comparative analyses were conducted to assess the factors that may contribute to gender pay differentials.

Based on the data collected for 2022, several measures have been put in place to promote fairness and equality in compensation. The LOGIB analyses mentioned above facilitated the detection of specific cases of pay inequality. A small number of pay gaps were identified and corrected during the annual employee performance reviews.

<sup>1</sup> We used the common European methodology established by Eurostat and adopted by Statec to determine the GPG, which represents the difference between the average gross hourly earnings of men and women, expressed as a percentage of men's earnings. A positive figure indicates that the average wage for men exceeds that for women, while a negative figure indicates that the average wage for women is higher than that for men.

In 2024, a new career model and salary model will be introduced at LIST. This will require a thorough re-evaluation of the new data as of 31 December 2024. This will show whether or not the introduction of the new system has led to new pay gaps.

## 4.2 Focus Areas 2: Well-being and belonging

**Goal: LIST appreciates differences. LIST is a flexible workplace that endeavours to ensure a good balance between private and professional responsibilities.**

### 4.2.1 *Work-life balance aspects*

**Goals: Progress towards different flexible working models. Develop measures to ensure the work-life balance of employees, especially those with family obligations. Progress towards a higher level of employee satisfaction and commitment.**

Initial projects to improve work-life harmony were developed in 2022. These projects involve revisions and adjustments to existing internal rules and processes. In 2023, the “Reconciliation of private and working life” working group not only continued to focus on analysing the existing agreements governing working hours, the procedures for applying for part-time work and the right to disconnect, but also developed improvement and simplification proposals.

After developing guidelines and introducing the possibility to work from home across the institute, proposals for adapting the working time tracking systems to the new requirements were developed. The aim is to enable employees to have more flexibility in organizing their working hours, to improve work-life balance, and reduce not only commuting times and the CO<sub>2</sub> footprint, but also fatigue because of commuting. All LIST employees with permanent or fixed-term contracts are allowed to work from home if the nature of their work or their tasks do not require their physical presence at the LIST premises. The maximum possible homeworking days are subject to the legal provisions in place. For employees who do not live in Luxembourg, a maximum number of homeworking days has been set to ensure they remain affiliated to the Luxembourg social security system.

The existing time tracking system was revised and adapted to enable employees to track their working hours from home and to offer more flexibility.

Further measures to reduce stress were continued or added in 2023. For example, a series of training courses to reduce and manage stress was designed and implemented. Additional training to improve general and mental health was developed. These training courses were offered in various formats: short one-hour sessions (during lunch breaks), and half-day or full-day sessions. The training sessions were considered working hours, so employees had the opportunity to attend them outside of their breaks.

A total of 16 courses or training sessions were offered, in which 226 employees participated. Similar training courses will continue to be offered regularly.

### 4.2.2 *Inclusive and diverse culture*

**Goals: Progress towards intercultural understanding. Progress towards an understanding of gender, gender identity and issues concerning LGBTQIA+. Translate equality and inclusion objectives into LIST daily practices.**

#### 4.2.2.1 *Diversity training for LIST staff*

The LIST D&I training plan is essential to fostering an inclusive culture. It includes both one-off workshops and an ongoing commitment to diversity and inclusion topics at all levels of the institute.

With a structured approach, awareness workshops and topic-specific seminars, we already laid the foundation for long-term change in 2022. In 2023, various training sessions were offered, with active participation by employees and managers.

In addition to the online training concept developed in 2022, topic- and group-specific workshops and training courses were offered.

In 2023, 16 employees completed the first part of the D&I online training course and 180 employees completed the second part. As there is no time limit, the training remains available to all employees in 2024.

The broader training programme, delivered in the form of workshops and training sessions, enables all employees to improve their understanding of diversity, expand their cultural awareness and develop inclusive practices. It covers a wide range of topics, including unconscious bias, inclusive language, allies, creating a welcoming environment and promoting diversity in recruitment.

New for 2023 was a series of training courses specifically for scientists who develop and implement research projects. A series of four consecutive training courses on the topic of 'Gender in research' introduces this new topic and supports the implementation of gender and diversity issues in the scientific context. This series will continue on an occasional basis in 2024.

#### 4.2.2.2 Awareness-raising initiatives and campaigns

In 2023, LIST continued to carry out initiatives and campaigns on various national or international days of remembrance. Among others, the following should be mentioned:

- Workshop on the "Gender dimension in research" for the **International Day of Women and Girls in Science**.
- Lecture and workshop entitled "Women are allowed to vote.... How come?" **on International Women's Day**.
- Quiz on intercultural communication, raising awareness of different culturally determined behaviours for **Diversity Day 2023**.
- Sponsorship of **PRIDE Week 2023** with the institute represented at the PRIDE March and PRIDE Week, as well as a workshop for employees entitled "LGBTQIA+ in the workplace - Challenges and Opportunities".
- A series of workshops entitled "Disabilities in the workplace" as part of the **International Day of People with Disabilities**.



### 4.3 Focus Area 3: Special Protection

**Goal: LIST staff receives the necessary and adequate support in the workplace in specific personal situations: Prevention of harassment and discrimination, gender, gender-identity-based or sexual harassment and bullying. Support for employees in difficult situations that affect their professional performance.**

#### 4.3.1 Prevention of harassment and discrimination

In continuation of our commitment to maintaining a safe and respectful work environment, LIST has sustained its proactive approach by retaining and reinforcing the anti-harassment policy and procedure introduced last year.

The key elements of this policy are:

- **Clear definitions and a Code of Conduct:** The policy provides clear definitions of moral and sexual harassment and ensures that all employees have a common understanding of the related issues. Unacceptable behaviours and the consequences for violation of the Code of Conduct are clearly outlined. A zero-tolerance policy applies to all employees, including management.

- **Awareness and training programmes:** The mandatory D&I training programme includes a training session for all employees to raise awareness of moral and sexual harassment and discrimination. Training for managers and supervisors on how to handle such situations sensitively and how to respond to complaints effectively will be implemented in the coming year.
- **Safe reporting points and process:** Reporting mechanisms have been established where victims or witnesses can report harassment or discrimination without fear of retaliation. All employees receive the names of First LISTeners, trained LIST staff who can be approached confidentially for guidance and support.
- **Strict consequences and measures:** Clear steps have been defined for investigating incidents and enforcing sanctions. Violations of the Code of Conduct are met with firm and consistent disciplinary measures, including the termination of contracts, if necessary.

## 5. MONITORING

Continuous monitoring is in place to evaluate the effectiveness of the D&I measures, and has the following aims:

- Establish the baseline situation in terms of equality, equity and inclusion, and review progress against this baseline regularly.
- Conduct general analyses to identify areas of relevant strengths and weaknesses, which will allow for the better targeting of measures and priorities in the D&I strategy.

Based on the Focus Areas described above, and the areas identified by the National Working Group on Gender Equality in Research, indicators and analyses on the following aspects are considered relevant:

- General sociodemographic data
- Recruiting
- Career progression
- Work-life balance

## 6. LIST IN FIGURES

### 6.1 Decision-making entities

The gender distribution of the administrative and advisory bodies of LIST is as follows:

	Women	%	Men	%	Total
<b>Board of directors</b>	5	45.5%	6	54.4%	11
<b>Committees</b>					
Executive Committee	2	28.6%	5	71.4%	7
HSE Committee	2	28.6%	5	71.4%	7
Ethics Committee	2	40.0%	3	60.0%	5
Collaborative Council	2	25.0%	6	75.0%	8
<b>Management</b>	13	19.1%	57	80.9%	68

Table 1: Decision-making entities (2023)

Women are underrepresented in all decision-making bodies. Positions in middle and senior management are predominantly held by men (80.9%). LIST was not able to achieve a greater balance in 2023. Indeed, not only did the figures for gender parity in decision-making positions not improve in 2023, they even worsened. The organizational adjustments and restructuring to be implemented in 2024 will have an impact on the gender balance in decision-making positions, but it is not yet possible to foresee or assess them.

## 6.2 Nationality

In 2023, 709 employees with 59 different nationalities worked at LIST. In the span of just one year, there has been a notable shift in our demographics, particularly regarding the representation of non-EU nationals within our organization. The number of European employees has fallen from 85% to 82%, while the number of employees from Asian countries has increased by 3% to 10%.

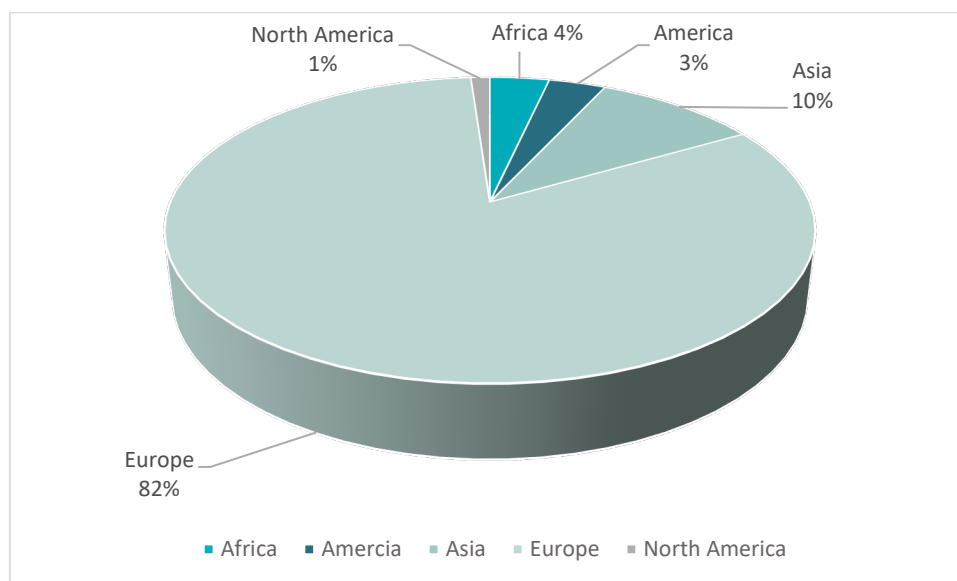


Fig. 7: Origins of employees in 2023

## 6.3 Age

The average age of employees in 2023 is slightly higher than in the previous year, at 41.7 years old. In terms of age distribution, 41–50-year-olds make up the largest group, with 36.1% of employees, followed by 31–40-year-olds, who make up 31.2% of the total employee population. Together, these two age groups comprise 64.9% of female employees and 68.5% of male employees.



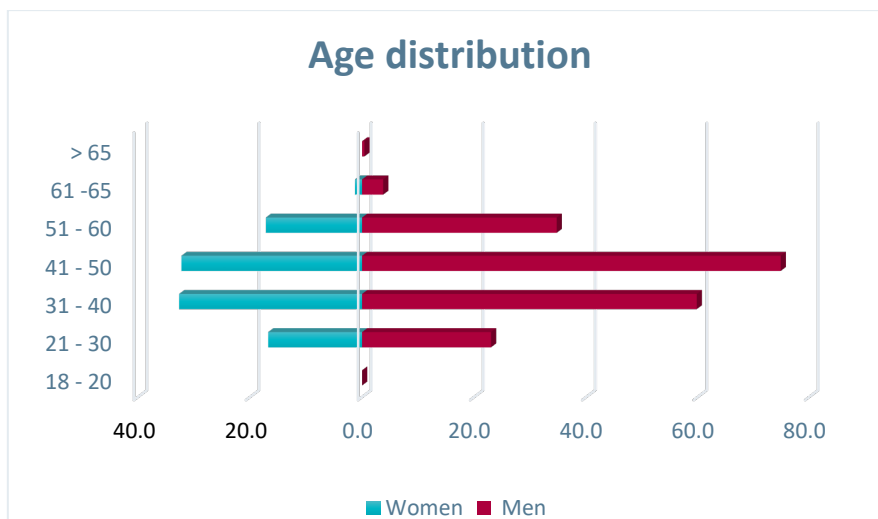


Fig. 8: Age by gender and age cohort

It should be noted that the population of younger employees (18-30 years) has decreased and now only accounts for 13.4% of the total workforce (2022: 16.7%).

## 6.4 Type of employment contract

In the reporting year, a total of 710 persons were employed by LIST, of whom 27.9% had a temporary contract. The total number of fixed-term contracts is increasing (2021: 25.3%, 2022: 25.6%). At the same time, the percentage gap between women and men with such contracts is slowly narrowing.

The increase in fixed-term contracts can be explained by the large number of 'junior' fixed-term jobs created at LIST over the last year (2023: ERIN: +3.1%, ESRIC +7.8%, ITIS +3.3%, MRT: +3.7%).

The number of fixed-term contracts varies between the departments. ITIS has the lowest percentage of temporary employment contracts (2023:21.9%), while ESRIC has the highest (2023: 54.5%)<sup>2</sup>.

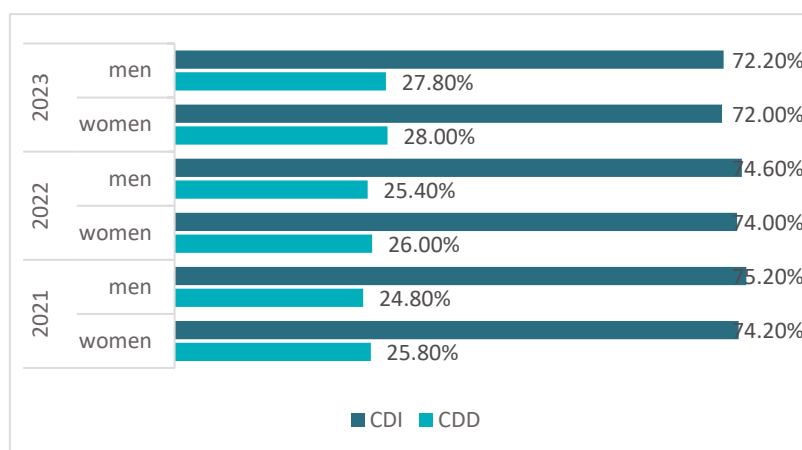


Fig. 9: Type of employment contract by gender (comparison 2021-2023)

<sup>2</sup> ESRIC is still a young and growing department, which means that the key figures here can only be evaluated to a very limited extent and will only be meaningful by the end of 2026.

Regarding the type of employment contract by gender, the picture is highly differentiated: While the percentage of fixed-term contracts overall for men and women is almost equal in 2023, women still have predominantly fixed-term contracts in MRT (2023: 55.3%, 2022: 56.5%). However, this trend is decreasing, in contrast to the male population, where the number of fixed-term contracts has increased significantly (2023: 40.9%, 2022: 35.7%). In all other departments, the share of women with fixed-term contracts ranges from 31.6% (ITIS) to 40.0% (ESRIC). For male employees, this share ranges from 27.3% (ERIN) to 66.7% (ESRIC).

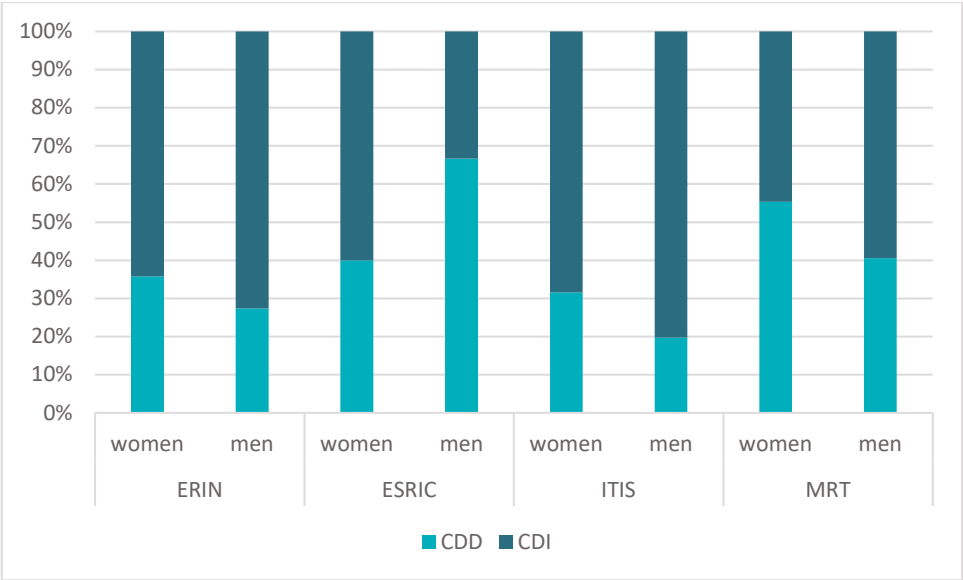


Fig. 10: Employment contract by type and gender in each research department (2023)

### 6.5 New joiners

In 2023, a total of 114 new employees (f 34.2%, m 65.8%) were hired with 32 different nationalities. Of these new recruits, 90.4% work in research, 73.7% are on fixed-term contracts and 26.3% have a permanent work contract.

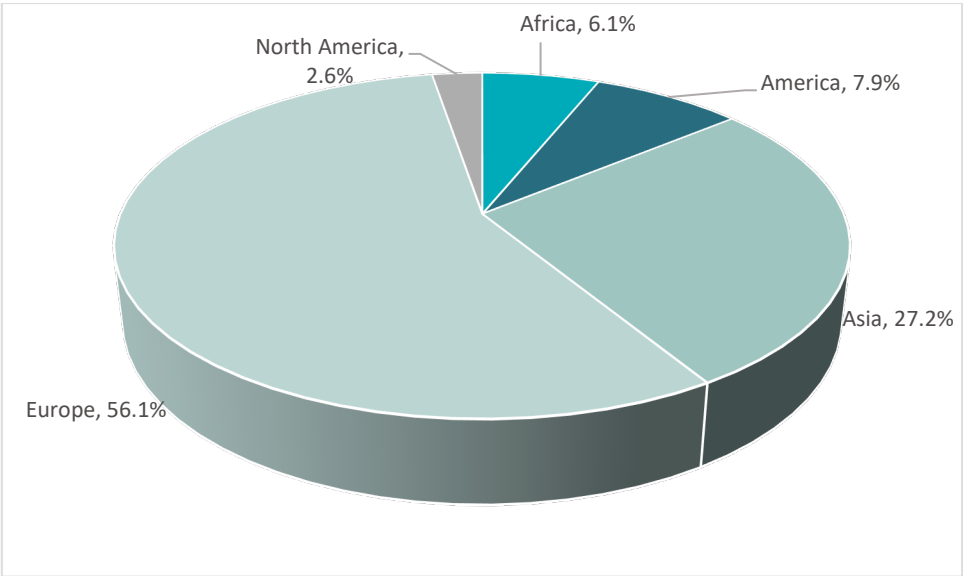


Fig. 11: Origins of new joiners 2023

## 6.6 Leavers

The number of employees who left the company because their contract had expired or because they wanted to pursue new opportunities fell in 2023 compared to the previous year. In 2023 the figure was 70 employees, or 9.9% of the total workforce (w 9.6%, m 9.9%). Of those who left the institution, 37.1% had a permanent contract (26.1% of women and 43.5% of men). Broken down by department, this means a drop of between 7.4% and 12.4% of the total population (ESRIC 4.5%, ITIS 9.5%, Corporate 11.2%, MRT 7.2%, ERIN 12.4%).

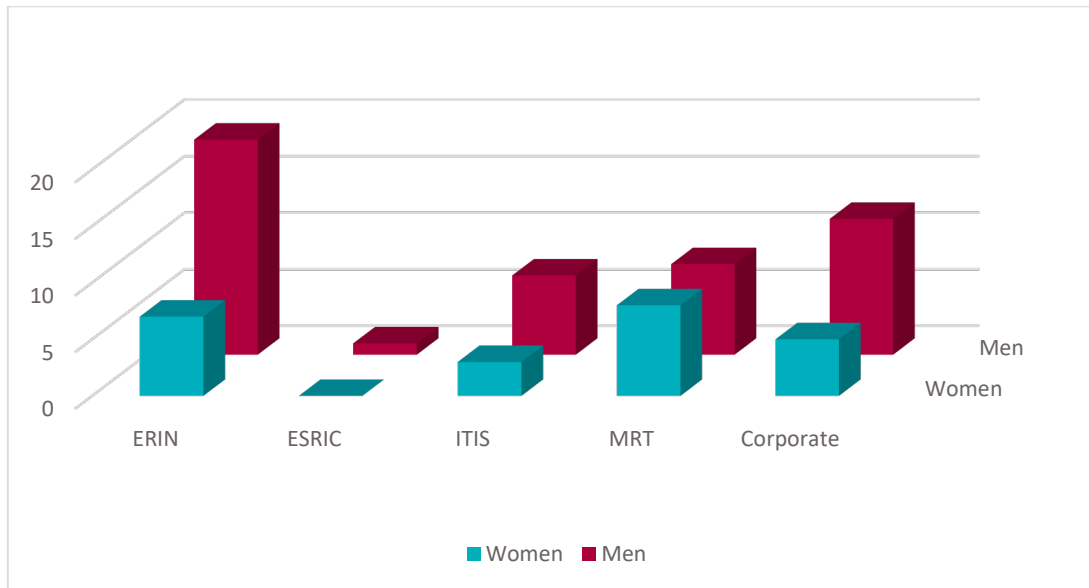


Fig. 12: Leavers by gender and department

The high level of female departures in the various departments in 2022 was successfully halted in 2023 and now amounts to a maximum of 17.0% compared to 28.4% in 2022.

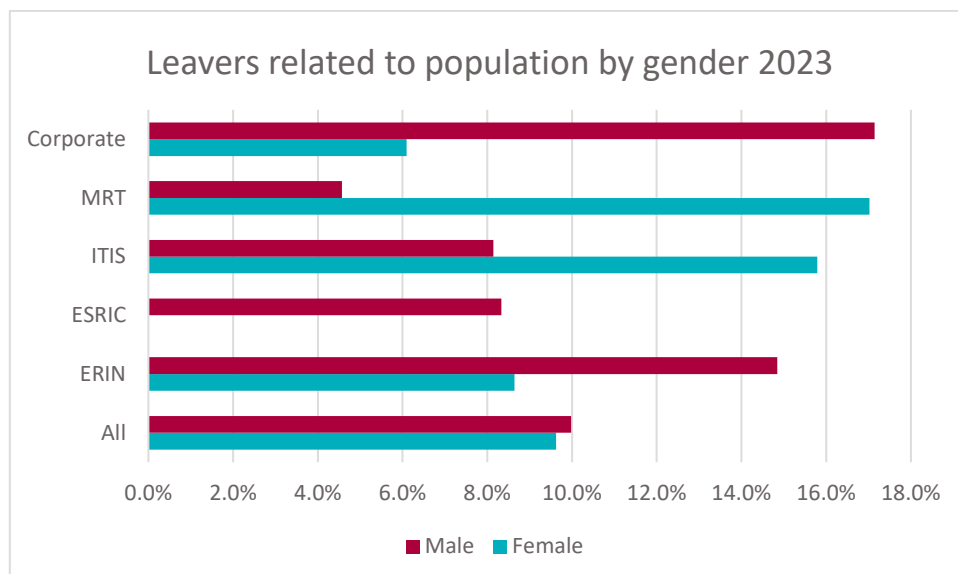


Fig. 13: Leavers as a percentage of the total number of employees by gender and department

## 6.7 Part-time working

In the reported year, a total of 123 employees worked part-time, of whom 55.3% were women and 44.7% men. In relation to the total workforce, 28.5% of female employees and 11.7% of male employees worked part-time (2022: f 23.0%, m 14.5%). The percentage of women working part-time rose by 5.5% last year, while the percentage of men working part-time fell by 2.8%. The overall rate of part-time employment was 17.3%, a decrease of 1% from 2022, and is thus slightly below the national average of 17.6%, but in line with the general trend of a decrease in part-time employment.

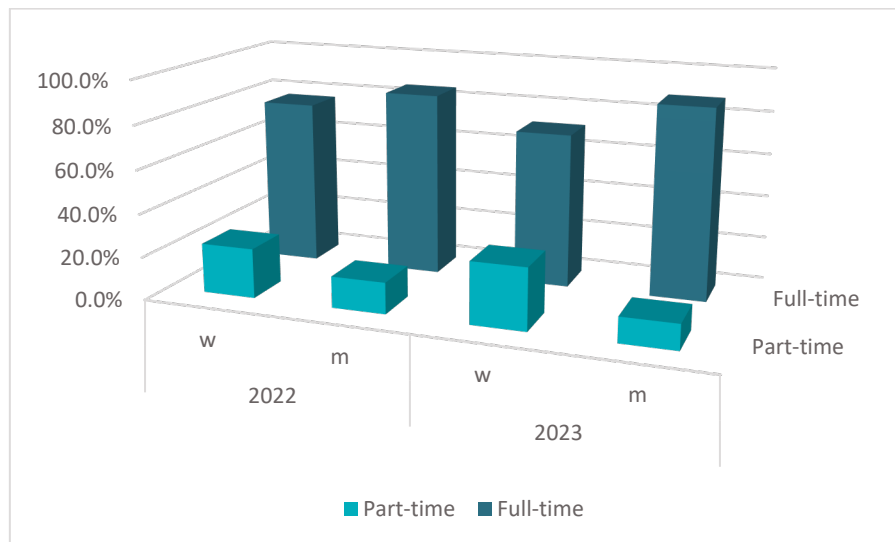


Fig. 14: Part-time and full-time employment contracts by gender

## 6.8 Parental leave

In 2023, 39 people, or 5.5% of employees, took parental leave (2022: 15). It can be seen that, as in previous years, the number of fathers taking parental leave is steadily increasing. The trend towards fractional parental leave among fathers has also manifested itself. 53.3% take only one working day a week as parental leave. Only 26.7% take their parental leave full-time or with 20 hours a week.

Women still predominantly take the complete parental leave at once and then go into part-time work, which can also be seen from the figures shown in chapter 6.7 on part-time work.

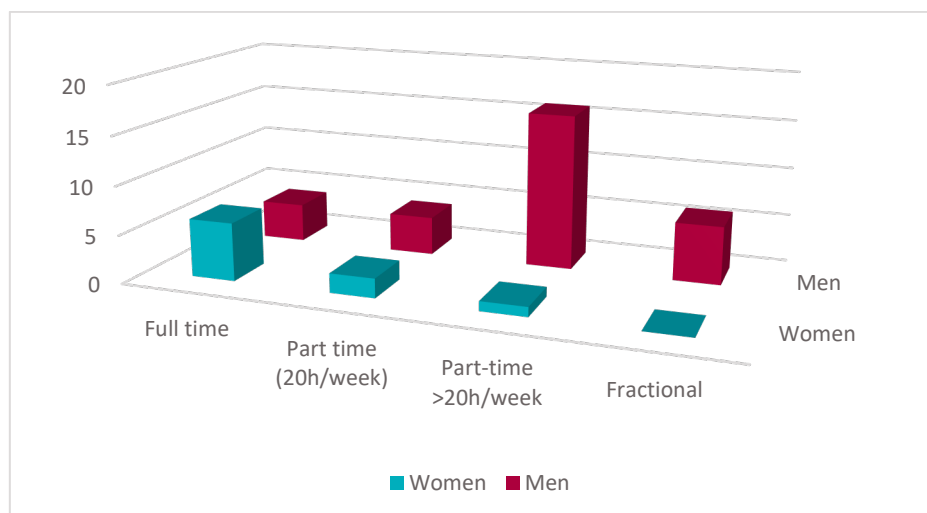


Fig. 15: Parental leave by gender and type of leave

## 6.9 Recruitment

In 2023, the gender distribution in the three main phases of the recruitment process shows a positive development towards a greater consideration of women. Targeted measures have been taken to encourage more applications from women and to reduce the underrepresentation of women in research in the long term. These include gender-neutral job advertisements and special outreach programmes aimed at women at different stages of their career.

In addition, the members of the selection committees were made more aware of the importance of diversity. This awareness helped to better recognize the qualifications and potential of female candidates and to take them into account in the selection process.

The results of these measures are reflected in the figures:

- 27% of all applications received were from women.
- The proportion of female candidates invited to interviews rose to 32%.
- Finally, 35% of the candidates hired were women.

The steady increase in the proportion of women from the application phase through to the interviews and the final hires shows that female candidates had a higher success rate in the 2023 recruitment process. This illustrates the effectiveness of the measures taken and underlines the progress made in promoting equal opportunities.

Additional measures are planned to further strengthen this positive development.

## Sourcing recruitment

When searching for and approaching suitable candidates, various sources and strategies are used to address a broad and targeted candidate base. The recruitment methods used in 2023 show how diverse the approaches can be:

- **RDI DPT NETWORK:** This network was the most important source for recruitment, resulting in 23% of the new hires. It underscores the importance of specialized networks when searching for qualified talent.
- **Direct approach via LinkedIn:** The targeted approach of contacting candidates on platforms such as LinkedIn was particularly successful, accounting for 16% of new hires. This shows how valuable social media can be for identifying and approaching skilled workers.
- **Internal mobility:** 13% of vacancies were filled by internal mobility from employees in other departments of the institute. This highlights the importance of developing existing talent within the organization.
- **Company career sites:** The institute's website was a significant source of new hires, contributing to 10% of recruitments. It remains a central point of contact for applicants actively interested in a position with the company.
- **Former interns:** Previous practical experience played an important role, particularly when filling PhD positions. 8% of new hires in this segment were former interns, which highlights the high value of internships as a pipeline for future employees.

Recruitment in 2023 shows that a combination of proven and innovative methods is necessary to build a diverse and qualified workforce. Different channels play a crucial role depending on the target group and position: networks such as the RDI DPT, social media platforms such as LinkedIn, internal talent programmes and targeted internships are key strategies for effectively attracting talent.



Fig. 16: Recruitment sourcing 2023

## 7. LOOKING AHEAD – ACTION ID CARD UPDATES

### 7.1 Looking ahead

Over the next year, we will focus on the areas of gender equity, disability in everyday work, equal opportunities, training and recruitment, making use of the following measures:

- Continued participation in the IMS Handi-Perception project.
- Implementation of the action plan developed in the “*Actions Positives*” project and approved by MEGA in order to become accredited at the end of the year.
- Successive implementation of the measures we have defined to improve the accessibility of LIST buildings.
- Implementation of measures to ensure the work-life balance of employees, especially for those with family obligations.
- Definition and implementation of measures for different target groups, such as the LGBTQIA+ community and people with disabilities.
- Development and implementation of further D&I training and awareness-raising measures for the entire workforce, especially for newcomers.



## 7.2 Action Card updates

Action ID Card				
Action Name		Actions Positives	Owner	D&I project team
Problem / Context		Action Description		Output / Deliverables
<ul style="list-style-type: none"><li>■ Horizon Europe, the EU funding scheme for 2020-2025, requires all public organizations to have a Gender Equality Plan in place by 2022 <u>in order to be eligible for funding</u>.</li><li>■ Therefore, LIST needs to prioritize the development of such a plan throughout 2021 and start the implementation of specific actions <u>in order to be compliant</u>.</li></ul>		<ul style="list-style-type: none"><li>■ <i>Actions Positives</i> (AP) is a voluntary programme offered by the Ministry of Equality between Women and Men that supports organizations with the development, implementation and evaluation of a gender equality programme.</li><li>■ The AP programme helps participating companies to:<ul style="list-style-type: none"><li>• Conduct an in-depth study on the well-being of women and men in the company</li><li>• Establish an action plan for equality</li><li>• Support talent retention and have a greater mix at all levels</li><li>• Put in place indicators and reporting methods</li><li>• Value sustainable commitments</li><li>• Make their mark as exemplary employers</li><li>• Obtain certification</li></ul></li></ul>		<ul style="list-style-type: none"><li>■ Focus areas and specific actions defined, based on the analysis of a survey completed by LIST staff</li><li>■ Project working group in place</li><li>■ Gender Equality Plan in place</li><li>■ Certification received</li></ul>
Benefits by Stakeholder Group				
Employees	<ul style="list-style-type: none"><li>• Benefit from specific actions defined in the Gender Equality Plan.</li><li>• Experience more equal working conditions.</li><li>• Be able to voice opinions.</li><li>• Promote gender balance in decision-making.</li><li>• Promote good work-life balance.</li><li>• Ensure equal pay.</li></ul>			
Management	<ul style="list-style-type: none"><li>• Be eligible to receive Horizon Europe funding for projects.</li></ul>			
LIST	<ul style="list-style-type: none"><li>• Become compliant with EU requirements in 2021.</li><li>• Become an equal opportunity employer.</li></ul>			
State & Society	<ul style="list-style-type: none"><li>• LIST becomes part of the MEGA programme.</li></ul>			
Implementation				
<ul style="list-style-type: none"><li>■ Timeline<ul style="list-style-type: none"><li>■ Mid-July 2021: letter of intent to <i>Actions Positives</i></li><li>■ Mid-October 2021: <i>Actions Positives</i> kick-off (Webinar)</li><li>■ 01 February 2022: Launch of survey</li><li>■ September to December 2022: Definition of action fields</li><li>■ Action Plan developed and presented to MEGA</li><li>■ 2023 onwards: Implementation of updates</li><li>■ August to December 2024: Monitoring and evaluation</li><li>■ 2024: Certification</li><li>■ March 2025: Final report</li></ul></li><li>■ Team<ul style="list-style-type: none"><li>■ Task force (members from MEGA and LIST, external consultant)</li><li>■ Working groups: internal projects with internal &amp; external participants</li></ul></li></ul>				
Status				
<ul style="list-style-type: none"><li>■ Action Plan defined approved by MEGA</li><li>■ First Actions developed and implemented</li></ul>				
<div><div><div></div><div></div><div></div></div><div><div></div><div></div><div></div></div><div><div></div><div></div><div></div></div><div><div></div><div></div><div></div></div><div><div></div><div></div><div></div></div></div>				

Fig. 17: "Actions Positives"

Action ID Card						
Action Name		IMS Diversity Charter		Owner	D&I Project team	
Problem / Context		Action Description			Output / Deliverables	
<ul style="list-style-type: none"><li>Fostering diversity and inclusion can result in LIST becoming a more resilient organization, improving the partnership orientation and winning more projects.</li><li>LIST is committed to gaining higher benefits from the diversity of its workforce and taking advantage of the creativity and innovation potential present.</li></ul>		<ul style="list-style-type: none"><li>The Diversity Charter Lëtzebuerg is a national commitment text proposed for signature to any organization in Luxembourg wishing to commit to diversity promotion and management through concrete actions that go beyond legal obligations.</li><li>A D&amp;I action plan is being <u>developed</u> and specific actions need to be implemented at LIST.</li></ul>			<ul style="list-style-type: none"><li>Become signatory of the Diversity Charter</li><li>Have a D&amp;I action plan in place and implement actions.</li><li>Improve employer branding.</li></ul>	
Benefits by Stakeholder Group		Implementation				
Employees	<ul style="list-style-type: none"><li>Benefit from diversity and inclusion actions.</li><li>Feel accepted and included in the workplace.</li><li>Equal opportunities are ensured</li></ul>	<ul style="list-style-type: none"><li>Timeline<ul style="list-style-type: none"><li>January 2022 onwards: Implementation of the updated D&amp;I Action Plan</li><li>September 2022 onwards: First Monitoring and Evaluation of Progress of D&amp;I activities</li><li>Ongoing participation in training and IMS projects</li></ul></li><li>Team<ul style="list-style-type: none"><li>D&amp;I Council + D&amp;I project team</li><li>D&amp;I working groups with internal and external participants</li></ul></li></ul>				
Management	<ul style="list-style-type: none"><li>Tools to enhance performance and commitment and improve cooperation.</li></ul>	<div><div>Status<ul style="list-style-type: none"><li>Diversity charter signed</li><li>Update of D&amp;I action Plan</li><li>Monitoring and evaluation from December 2022 onwards</li><li>Ongoing participation</li></ul></div><div><div><div><div></div><div></div><div></div></div><div><div></div><div></div><div></div></div><div><div></div><div></div><div></div></div><div><div></div><div></div><div></div></div><div><div></div><div></div><div></div></div></div></div></div>				
LIST	<ul style="list-style-type: none"><li>Better use of diverse workforce, attraction and retention of talent, and employer branding.</li></ul>					
State & Society	<ul style="list-style-type: none"><li>Signatory to Diversity Charter, employment chances for people from diverse backgrounds.</li></ul>					

Fig. 18: IMS Diversity Charter

Action ID Card			
Action Name		Owner	FNR Gender Working Group Organizer
Problem / Context		Action Description	Output / Deliverables
<ul style="list-style-type: none"> <li>Cooperation between different actors can improve and accelerate progress towards specific objectives in the area of gender equality in research in Luxembourg (and related diversity and inclusion topics).</li> </ul>		<ul style="list-style-type: none"> <li>Regular meetings take place between all the participants to develop common definitions and strategies, identify best practices, discuss progress and obstacles, etc.</li> <li>Development of actions, guidelines and impact on FNR funding programmes.</li> </ul>	<ul style="list-style-type: none"> <li>Common definitions and strategies, best practices that can be used at LIST within the D&amp;I project and the Luxembourgish research community to ensure gender equality in research.</li> </ul>
Benefits by Stakeholder Group		Implementation	Status
Employees	<ul style="list-style-type: none"> <li>Benefit from specific actions defined in the Gender Equality Plan.</li> <li>Experience more equal working conditions.</li> <li>Are able to voice opinions.</li> <li>Promote gender balance in decision-making.</li> <li>Promote good work-life balance.</li> <li>Promote equal pay.</li> </ul>	<ul style="list-style-type: none"> <li>Timeline               <ul style="list-style-type: none"> <li>Regular working group meetings have taken place since February 2020.</li> <li>Project duration scheduled up to the end of 2022</li> <li>Project duration extended to 2025 because of the impact of the Corona crisis to the group meetings</li> </ul> </li> <li>Team               <ul style="list-style-type: none"> <li>Representatives from public research institutions (LIST, LISER, LIH, Max Planck Luxembourg), UniLu, FNR</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Ongoing. Project duration is extended to 2025.</li> <li>First documents published</li> </ul>
Management	<ul style="list-style-type: none"> <li>Receives tools and definitions that they can use in internal and external cooperation and team management.</li> </ul>		
LIST	<ul style="list-style-type: none"> <li>Becomes an equal opportunity employer.</li> </ul>		
State & Society	<ul style="list-style-type: none"> <li>Research institutes in Luxemburg take a coherent approach towards gender (D&amp;I) topics.</li> </ul>		

Fig. 19: National FNR Gender Working Group

Action ID Card			
Action Name		Owner	ERIN Gender Working Group Organizer
Problem / Context		Action Description	Output / Deliverables
<ul style="list-style-type: none"> <li>Bottom-up participation in the D&amp;I project and the Gender Equality Plan is an important factor to successfully complete the D&amp;I mission and foster community ownership of the changes at LIST.</li> </ul>		<ul style="list-style-type: none"> <li>Regular meetings take place in which employees from ERIN and other research departments discuss gender and D&amp;I issues. Other participants are invited like the D&amp;I officer, external speakers, etc.</li> <li>The results, concerns and wishes of this working group are communicated to the appropriate persons/department and to LIST management via the D&amp;I Officer, in order to evaluate how they could be included or adjusted.</li> </ul>	<ul style="list-style-type: none"> <li>Researchers provide input which is included in the D&amp;I measures if possible.</li> <li>Communication between HR and directors and scientists is more direct.</li> <li>Community ownership of D&amp;I measures.</li> </ul>
Benefits by Stakeholder Group		Implementation	Status
Employees	<ul style="list-style-type: none"> <li>Researchers are able to discuss issues that they deem important in an informal setting and can express themselves to HR and decision-makers.</li> </ul>	<ul style="list-style-type: none"> <li>Timeline               <ul style="list-style-type: none"> <li>Started February 2020</li> <li>Regular meetings once a month</li> </ul> </li> <li>Team               <ul style="list-style-type: none"> <li>ERIN staff</li> <li>Interested researchers from other departments</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>The ERIN gender working group was terminated by the end of 2023.</li> </ul>
Management	<ul style="list-style-type: none"> <li>Better processes and employees that feel heard improve performance AND engagement.</li> </ul>		
LIST	<ul style="list-style-type: none"> <li>Feedback leads to better performance, easier processes and more equality at LIST.</li> </ul>		

Fig. 20: ERIN Gender Working Group

Action ID Card				
Action Name		Learning & Development	Owner	D&I project team
Problem / Context		<ul style="list-style-type: none"><li>With the development and implementation of the Gender Equality Plan and the D&amp;I Action Plan, existing processes and opportunities at LIST need to be analysed for their compliance with the D&amp;I mission, vision and values.</li></ul>		<ul style="list-style-type: none"><li>L&amp;D processes with D&amp;I missions</li><li>Training opportunities will be offered in the field of D&amp;I.</li></ul>
Benefits by Stakeholder Group				
Employees	<ul style="list-style-type: none"><li>Receive additional opportunities for D&amp;I training and intercultural communication skills.</li><li>Learn tools and methods to improve cooperation and avoid misunderstandings/conflict.</li></ul>			
Management	<ul style="list-style-type: none"><li>Receive tools to manage diverse teams.</li><li>Receive additional opportunities for D&amp;I training and intercultural communication skills.</li></ul>	<h3>Implementation</h3> <ul style="list-style-type: none"><li>Timeline<ul style="list-style-type: none"><li>January 2021 onwards: first brainstorming session and process explanation</li><li>May 2021 onwards: D&amp;I LinkedIn training added to training options</li><li>First half of 2022 onwards: D&amp;I training offered to managers and included in onboarding training</li><li>First half 2022: D&amp;I training offered to all employees</li><li>2023: Develop and implement D&amp;I workshops for LIST staff</li></ul></li><li>Team<ul style="list-style-type: none"><li>Learning and Development + D&amp;I project team</li></ul></li></ul>		
LIST	<ul style="list-style-type: none"><li>Higher performance and commitment at LIST due to better cooperation.</li></ul>			
State & Society	<ul style="list-style-type: none"><li>More people trained in D&amp;I topics.</li></ul>			
Action Description		Output / Deliverables		
<ul style="list-style-type: none"><li>Learning and Development processes, especially training opportunities, will be analysed for their coherence with the D&amp;I mission and, if necessary, adjustments will be made.</li><li>Learning and development needs at LIST will be analysed and supplemented with D&amp;I training options (unconscious bias, intercultural communication,..).</li></ul>				
Implementation		Status		
		<ul style="list-style-type: none"><li>Online training plan developed and implemented for all staff</li><li>D&amp;I Management training implemented</li><li>D&amp;I training for all employee place</li></ul>		

Fig. 21: Learning and Development D&I

Action ID Card				
Action Name		Talent Acquisition	Owner	D&I project team
Problem / Context		Action Description		Output / Deliverables
<ul style="list-style-type: none"><li>With the development and implementation of the Gender Equality Plan and the D&amp;I Action Plan, existing processes and opportunities at LIST need to be analysed for their compliance with the D&amp;I mission, vision and values.</li></ul>		<ul style="list-style-type: none"><li>Talent acquisition processes, in particular, the different recruitment stages will be analysed for their coherence with the D&amp;I mission and, if needed adjustments will be made.</li><li>The job advertisements are checked for gendered language (gender decoder) and D&amp;I values will be included (to improve employer branding and to stress LIST's commitment to fostering a diverse and inclusive workforce).</li><li>The entire recruitment process will be analysed by each department individually to detect unequal practices, unconscious biases and develop a minimum standard.</li><li>The onboarding process will be analysed to foster inclusion in the LIST community right from the start and to ease the transition phase of new employees (and their families).</li></ul>		<ul style="list-style-type: none"><li>The recruitment process will be in line with the D&amp;I mission.</li><li>Job advertisements use gendered language and stress the D&amp;I values at LIST.</li><li>The onboarding will be evaluated and adjusted to the D&amp;I values.</li></ul>
Benefits by Stakeholder Group		Implementation		Status
Employees	<ul style="list-style-type: none"><li>Equal opportunities and standards for recruitment processes.</li></ul>	<ul style="list-style-type: none"><li>Timeline<ul style="list-style-type: none"><li>February 2021: first brainstorming sessions and process explanation</li><li>April 2021: job advertisements are evaluated and adapted</li><li>June-July 2021: D&amp;I Officer takes part in the recruitment process in each department</li><li>Q1-Q4 2023 onwards: Development and implementation of potential changes for the recruitment process (preparation of a catalogue of measures, definition of adequate instruments for the search for female candidates,</li><li>Q1 2023 onwards: Active search for suitable female candidates for scientific and management positions</li></ul></li><li>Team<ul style="list-style-type: none"><li>Talent &amp; Acquisition team + D&amp;I project team</li></ul></li></ul>		<ul style="list-style-type: none"><li>Text of current job offers modified.</li><li>Systematic check of each job offer with Gender Decoder</li><li>Definition of first measures adapt the recruitment proc</li></ul>
Management	<ul style="list-style-type: none"><li>Standardized and simplified recruitment processes.</li></ul>			
LIST	<ul style="list-style-type: none"><li>Recruitment of the most qualified applicant.</li></ul>			
State & Society	<ul style="list-style-type: none"><li>Equal opportunities for applicants.</li></ul>			

Fig. 22: Talent acquisition

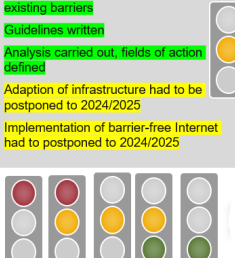
Action ID Card			
Action Name	Offer work opportunities for persons with special needs	Owner	D&I project team
Problem / Context	<ul style="list-style-type: none"> <li>In order to contribute as much as possible to the national quota of 5% of persons with special needs in a public organization, LIST needs to analyse the workspace conditions, make adjustments if necessary and adapt its branding to portray LIST as an equal opportunity employer.</li> </ul>		
Action Description	<ul style="list-style-type: none"> <li>An analysis of the workspaces at LIST will enable the identification of positions that are suitable for persons with special needs. Adjustments to specific locations, offices or workspaces will be made, if necessary.</li> <li>LIST's job advertisements, as well as the external website, will be changed to include information on LIST's commitment to becoming known as an equal opportunity employer (also part of employer branding).</li> <li>Job advertisements and the external website will be adapted to be accessible for persons with special needs.</li> </ul>		
Output / Deliverables	<ul style="list-style-type: none"> <li>LIST's workspaces are analysed for their adaptability for persons with special needs.</li> <li>Positions that would be suitable for persons with special needs have been identified.</li> <li>LIST communicates its commitment to be an equal opportunity employer.</li> <li>External communication is accessible for persons with special needs.</li> </ul>		
Benefits by Stakeholder Group	Implementation		
Employees	<ul style="list-style-type: none"> <li>Timeline <ul style="list-style-type: none"> <li>Q1 2023: Equal Opportunity Branding</li> <li>2022: Analysis of workspace suitability and identification of positions</li> <li>2023: Adaption of infrastructure to offer a barrier free access – postponed to 2024/2025</li> <li>Q2 2023 – Q4 2025: Participation to FSE funded project "Handi-Perception" lead by IMS</li> <li>Q4 2023: Develop and implement barrier free LIST internet- Postponed to 2024/2025</li> </ul> </li> <li>Team <ul style="list-style-type: none"> <li>INFRA, D&amp;I project team</li> <li>Internal working group</li> </ul> </li> </ul>		
Management			
LIST			
State & Society			
	<ul style="list-style-type: none"> <li>Opportunity to receive workspace adaptation to special needs.</li> <li>Be able to welcome and integrate persons with special needs.</li> <li>Progress towards compliance with national quota.</li> <li>Equal opportunity employer branding.</li> <li>More employment opportunities for persons with special needs.</li> </ul>		
Status	<ul style="list-style-type: none"> <li>Inspection of LIST buildings to detect existing barriers</li> <li>Guidelines written</li> <li>Analysis carried out, fields of action defined</li> <li>Adaption of infrastructure had to be postponed to 2024/2025</li> <li>Implementation of barrier-free Internet had to be postponed to 2024/2025</li> </ul> 		

Fig. 23: Work opportunities for persons with special needs

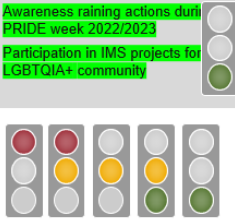
Action ID Card			
Action Name	LGBTQIA+ inclusion	Owner	D&I project team
Problem / Context	<ul style="list-style-type: none"> <li>Many stereotypes and prejudices still exist against LGBTQIA+ (Lesbian, Gay, Bisexual, Transgender, Intersex, Queer, +) people, despite legislation and a rather favourable environment in Luxembourg. Discrimination and LGBTQIA+-phobic acts remain a reality in the world, including in Luxembourg.</li> <li>The lack of tangible data on the situation of LGBTQIA+ people at LIST should not create an excuse for inaction, but should ensure equal opportunities and foster an inclusive, stereotype-free culture where all persons feel safe and valued.</li> </ul>		
Action Description	<ul style="list-style-type: none"> <li>An inclusive culture will be promoted through awareness and information, and a clear intolerance to harassment and discrimination of any kind will be established.</li> <li>LGBTQIA+ awareness will be fostered through a D&amp;I communication strategy that will include important events/days/weeks, e.g. the Luxembourg Pride Week.</li> <li>Inclusive language in all internal communication and LIST's external employer branding should become the standard.</li> <li>Training opportunities will be offered on topics like unconscious bias, and there will be round table discussions on challenging homophobia and transphobia, in order to make people aware of some internal beliefs that determine their attitude and behaviour towards others.</li> <li>Create a contact point for LGBTQIA+ persons, allies or LIST employees that need support or information.</li> </ul>		
Output / Deliverables	<ul style="list-style-type: none"> <li>Inclusive culture at LIST.</li> <li>Inclusive language as standard.</li> <li>Training opportunities offered and awareness-raising measures.</li> <li>Diverse and inclusive employer branding.</li> </ul>		
Benefits by Stakeholder Group	Implementation		
Employees	<ul style="list-style-type: none"> <li>Timeline <ul style="list-style-type: none"> <li>Q3 2021 onwards: Awareness-raising</li> <li>Q1 2022 Learning and Development: Training opportunities</li> <li>Q2 2023 Development of first specific actions</li> <li>Q2 2023 Implementation of specific LGBTQIA+ training</li> </ul> </li> <li>Team <ul style="list-style-type: none"> <li>D&amp;I project team</li> <li>Staff delegation</li> </ul> </li> </ul>		
Management			
LIST			
State & Society			
	<ul style="list-style-type: none"> <li>An inclusive culture allows every individual to feel accepted and valued at work and increase overall job satisfaction.</li> <li>Managers receive information and tools to create an inclusive environment.</li> <li>More inclusion increases employee motivation, creativity and thus a higher performance.</li> <li>Societal values like tolerance and equality are promoted.</li> </ul>		
Status	<ul style="list-style-type: none"> <li>Sponsor of Luxembourg PRIDE week 2021 – 2023</li> <li>Awareness raising actions during PRIDE week 2022/2023</li> <li>Participation in IMS projects for LGBTQIA+ community</li> </ul> 		

Fig. 24: LGBTQIA+ Inclusion in the workplace


Action ID Card			
Action Name	D&I communication plan		Owner D&I project team
Problem / Context	<ul style="list-style-type: none"> <li>Employers can demonstrate awareness and acceptance of a wide range of differences by incorporating the differences and similarities of their employees into their communication strategy.</li> <li>A D&amp;I communication plan can lead to quick results for visibility and a first step for awareness raising.</li> </ul>		<b>Action Description</b> <ul style="list-style-type: none"> <li>A communication plan is being developed with the aim of communicating the importance of diversity to LIST, raising awareness and supplying employees with information, and creating recognition for different individuals and groups.</li> <li>This communication plan involves external and internal communications. (D&amp;I section on external website, external social media content, intranet section, direct communications, webinars, etc.)</li> <li>The intranet section will include a D&amp;I calendar that will highlight important days and events.</li> <li>The D&amp;I communication strategy will become part of the overall LIST employer branding.</li> </ul>
Output / Deliverables		<ul style="list-style-type: none"> <li>D&amp;I communication plan developed and implemented.</li> <li>D&amp;I intranet section in place.</li> <li>D&amp;I section on external LIST website.</li> <li>D&amp;I social media presence.</li> <li>D&amp;I calendar visible on intranet D&amp;I section.</li> <li>D&amp;I is part of employer branding.</li> </ul>	
Benefits by Stakeholder Group		Status	
Employees	<ul style="list-style-type: none"> <li>More awareness of the different D&amp;I topics, events, progress of the D&amp;I project, etc.</li> <li>Underrepresented groups and persons see themselves/important days acknowledged and valued.</li> </ul>	<b>Implementation</b> <ul style="list-style-type: none"> <li>Timeline <ul style="list-style-type: none"> <li>January – March 2021: development of D&amp;I communication plan</li> <li>January –December: Implementation of communication plan</li> <li>Q4 2021 onwards: D&amp;I intranet section</li> <li>Q4 2021 onwards: D&amp;I content on external website and social media</li> <li>Q4 2021 Update Communication plan for 2022</li> <li>Q4 2022 Update communication plan for 2023</li> </ul> </li> <li>Team <ul style="list-style-type: none"> <li>D&amp;I project team</li> <li>Communications</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Intra- and extranet pages online</li> <li>Update of D&amp;I communication plan 2022: Done</li> <li>D&amp;I actions present on LIST social media channels</li> </ul> 
Management	<ul style="list-style-type: none"> <li>Management staff have information at their disposal to address specific needs in their teams and are able to foster more inclusion, due to higher awareness.</li> </ul>		
LIST	<ul style="list-style-type: none"> <li>D&amp;I employer branding.</li> <li>Higher performance AND commitment due to more job satisfaction and feelings of belonging of the staff.</li> </ul>		
State & Society	<ul style="list-style-type: none"> <li>Societal values like acceptance and tolerance are promoted and D&amp;I awareness increases.</li> </ul>		

Fig. 25: D&I Communication plan


Action ID Card			
Action Name	Equal opportunities in promotion		Owner D&I project team
Problem / Context	<ul style="list-style-type: none"> <li>At LIST, only 34% of the employees are women. In the research departments and in scientific positions, women represent between 17% and 33% of the staff</li> <li>Women make up around 20% of all management positions</li> <li>Women are underrepresented in high and decision-making positions and over-represented in positions involving routine tasks</li> </ul>		<b>Action Description</b> <ul style="list-style-type: none"> <li>Embed more active talent management and succession planning across the organization to secure quicker progress towards gender balance</li> <li>Set targets under the D&amp;I strategy to improve gender representation at all levels of the organization.</li> <li>Develop and implement a mentoring programme for young talents</li> <li>Develop tools and measures to have a more balanced gender composition within research and research support departments</li> </ul>
Output / Deliverables		<ul style="list-style-type: none"> <li>A plan for the promotion of women developed and implemented</li> <li>30% of women in management positions in 2025</li> <li>Gender composition of research departments and research support departments is noticeably balanced</li> </ul>	
Benefits by Stakeholder Group		Status	
Employees	<ul style="list-style-type: none"> <li>Benefit from specific actions</li> <li>Experience more equal working conditions.</li> <li>Have the possibility to advance in their career</li> <li>Promote gender balance in decision-making.</li> <li>Ensure equal pay</li> </ul>	<b>Implementation</b> <ul style="list-style-type: none"> <li>Timeline <ul style="list-style-type: none"> <li>Q3 2022 – Q4 2023: Identification of potential (female) management staff</li> <li>Q4 2022 – Q3 2023: Develop a training plan for highly qualified female employees to increase the number of women in decision-making positions.</li> <li>Q4 2023 – Q3 2024: Develop and implement a mentoring program for young talents- postponed to 2024/2025</li> </ul> </li> <li>Team <ul style="list-style-type: none"> <li>Project working group</li> <li>Talent &amp; Acquisition team + D&amp;I project team</li> <li>HR Projects team</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Training on gender biases for managers.</li> <li>Development program in place, start in December 2023</li> </ul> 
Management	<ul style="list-style-type: none"> <li>Tools to detect and promote talents</li> <li>Tools for a balanced promotion of team member independent from their gender</li> </ul>		
LIST	<ul style="list-style-type: none"> <li>Better use of diverse workforce, attract and retain talent, and employer branding.</li> </ul>		

Fig. 26: Equal opportunities in for promotion