



DIVERSITY AND INCLUSION

Annual Report 2021

LUXEMBOURG
INSTITUTE OF SCIENCE
AND TECHNOLOGY



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1. PURPOSE

This document provides an overview of the D&I activities and measures implemented in 2021 to improve diversity and inclusion in the institute.

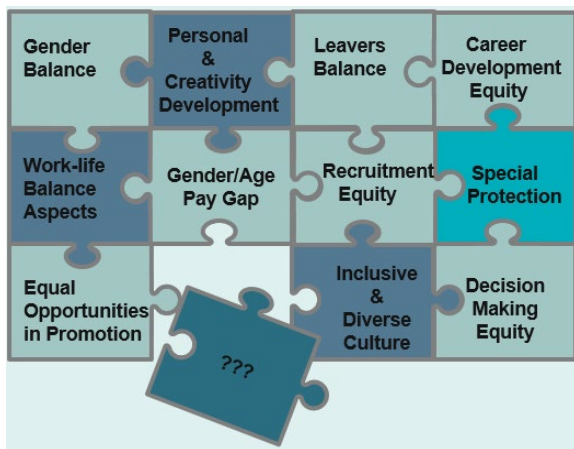
While we are only at an early stage of development and implementation of the LIST D&I strategy, we have already included the new values of diversity, equity and inclusion into LIST common philosophy.

Our D&I Strategy is built on three focus areas, which helps to concentrate on what we see as the key priorities for the institute and as identified in LIST strategic Action plan 2022-2025 under objectives 2, 3 and 5.

2. SCOPE

The scope of this document is to provide a comprehensive and transparent account of the organization's diversity and inclusion journey during the year 2021. It serves as a valuable resource for stakeholders, both internal and external, to understand the organization's commitment to D&I and its progress in creating an inclusive workplace culture.

3. HIGHLIGHTS 2021



Diversity and inclusion strategy delivered

Diversity and Inclusion is one of LIST's priorities for 2021 and 2022. To give itself the means to achieve its ambitions, LIST has decided to set a clear framework by elaborating a Diversity Charter. Three areas of intervention have been defined: equal opportunities, well-being and protection. An initial plan for the measures to be developed and implemented over the next 18 months was agreed and serves as a guide and benchmark for the successful implementation of the project.



Supported the importance of LGBTIQ+ inclusivity by sponsoring Luxembourg PRIDE Week 2021

LIST decided to publicly commit to Luxembourg Pride Week by becoming one of the official sponsors of the PRIDE week 2021



Launch of participation to the “Actions positives” program of MEGA

LIST makes a strong commitment to equality and equity in career opportunities for LIST employees. Through the “Actions positives” program, LIST will step up initiatives to promote equality between men and women in the workplace, particularly in recruitment and decision-making. The program runs for a period of two years. The goals are the review, adaptation and implementation of gender equality measures and their certification up to 2023.



Signature of the Diversity Charter Lëtzebuerg

On 30/09/2021, LIST has signed the Diversity charter Lëtzebuerg committing to diversity and inclusion as defined in the national charter.



Revised concept for the search of new employees

New employee search and selection strategies and approaches were reviewed and adjusted to address and recruit a more diverse group of candidates. The focus here was on revising the job advertisements and the way in which suitable candidates are searched for.



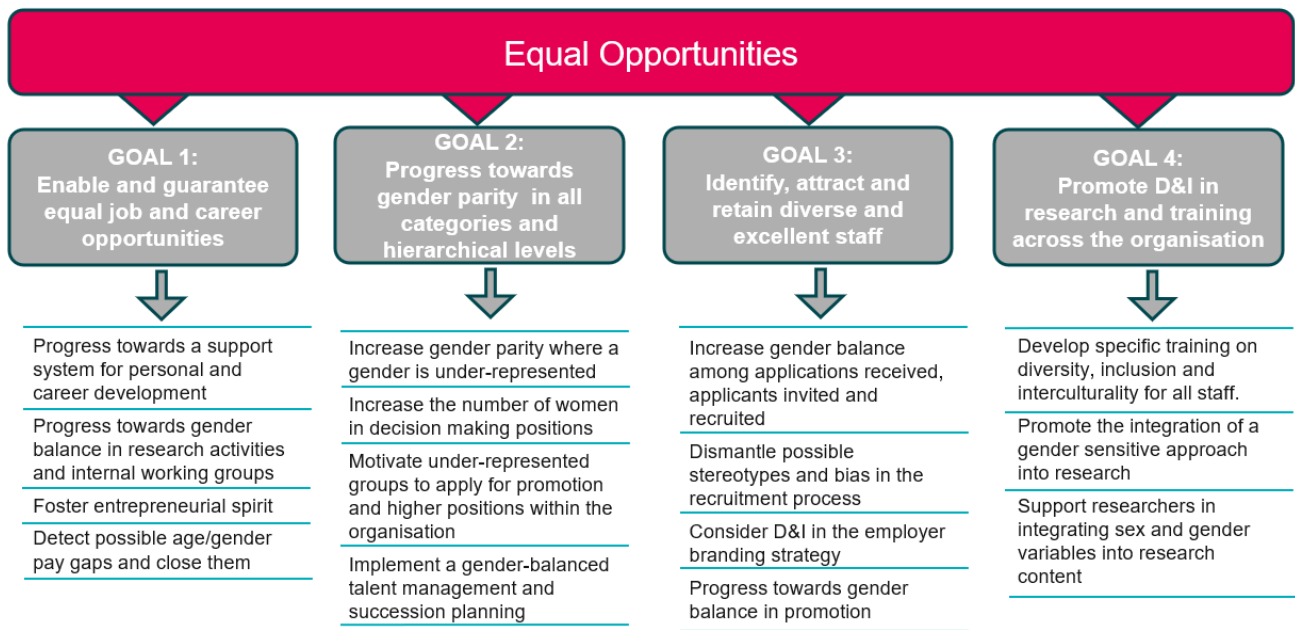
Structural barriers in LIST buildings identified and their removal addressed

Working conditions and the accessibility of LIST buildings were examined to determine where accessibility is limited or non-existent. The focus of the analysis in 2021 was on grievances that can be remedied quickly and with simple measures. A catalogue of measures was developed, which will now be worked through in stages.

4. FOCUS AREAS

4.1 Focus Area 1: Equal opportunities

“Organization and processes are structured in 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 “Actions Positives” - Program on gender equity of the Ministry for equality between women and men (MEGA)

Goal 1: Enable and guarantee equal job and career opportunities

Goal 2: Progress towards gender parity in all categories and hierarchical levels

Goal 3: Identify, attract and retain diverse and excellent staff

In September 2021, Equality Minister Taina Bofferding and LIST have signed a collaboration agreement for the ministry's “**Actions positives**” program. The signing marks the launch of the program that will lead to the implementation of a LIST action plan for equality in 2022-2023. Through the Ministry's “**Actions positives**” program, LIST will adopt a strategy to promote equality between women and men, particularly in recruitment and decision-making.

The project will be based on an internal survey and an evaluation of LIST data related to gender to understand the current professional situation of women and men. Then, the Ministry of Equality will accompany the process to establish actions that promote gender equality. The “**Actions positives**” programme runs for a period of two year and will be crowned by a certification for the steps taken to reward concrete actions and methods implemented.

Unfortunately, due to organisational difficulties, there were delays in signing the agreement and thus also in the project start, so that the project could not start as planned in 2021. The data collection was completed in December 2021. The staff survey did not take place until early February 2022. In the run-up to the survey, the project and its individual components were presented to the LIST community in a webinar in cooperation with the ministry and the external consultant. A total of 315 employees (49.5%) participated in the survey, which ran for over three weeks.

4.1.2 National gender Working Group (GWG)

LIST has also taken part in the **National gender working group (GWG)**. It is the national task force for gender equity in research. The group was first initiated in 2019 by the Luxembourg Ministry for Research, coordinated by the Luxembourg National Research Fund (FNR) and joined by the main national public research institutions, Luxembourg Institute of Health (LIH), Luxembourg Institute for Socio-Economic Research (LISER), Luxembourg Institute of Science and Technology (LIST), Max Planck Institute Luxembourg (MPI), and the University of Luxembourg (UL), with currently 14 members, four of them coming from LIST.

The GWG continues to develop, write, and review the contents of the different initiatives that were defined in 2020:

- Gender data monitoring and publishing
- Gender diversity survey
- Best practices for a gender fair recruitment process
- Best practices for gender fair working conditions and the internal promotion process

Throughout 2021, the GWG continued to be a hub of information sharing and consulting on the topic of gender equality, diversity, and inclusion aspects between members. The initiative was extended to 2022.

4.1.3 ERIN Gender Networking group

Over the year, we have worked closely with and supported the ERIN employees network that have run a number of activities to share experiences, share awareness and foster gender equality.

The ERIN (Gender) networking group is a bottom-up initiative from researchers from ERIN department.

The members of this initiative meet regularly to exchange views on various aspects of gender and research and also invite external experts on various topics related to scientific or gender related questions.

In 2021, two female scientists (Stephanie Zimmer, Director of the Institute of Organic Agriculture of Luxembourg (IBLA), and Sabine Dörry researcher at the Luxembourg Institute of Socio-Economic Research (LISER) and the University of Luxembourg) were invited to participate in round table discussion under the motto "Women in research". Furthermore, the Gender equality Officer of the University of Luxembourg, Assoc. Prof. Skerdilajda Zanaj, and Dr. Linda Wampach from the FNR reported on their work and on changes in research funding, respectively.

4.1.4 Recruitment equity

Goal 3: Identify, attract and retain diverse and excellent staff

Job advertisements have been reviewed and modified to be more inclusive and attractive for women: Revision of the fixed text modules describing the company or the departments with the aim of attracting more qualified women to work at LIST. Each job posting is now screened for neutral language using the "**Gender decoder**" system prior to publication.

The D&I Officer has participated as an **observer for unconscious bias and gender diversity** to job interviews. The aim was to determine whether the candidates were interviewed and assessed differently because of their gender or origin and whether the panel members showed different interviews and assessments because of their gender and origin. Furthermore, it was to be investigated whether the female panel members were treated differently in the team than their male colleagues. The background to this monitoring of the job interviews, which will continue in 2022, is to determine whether and which biases and practices exist that can lead to discrimination on the basis of gender or origin. The aim is to raise awareness of these and to develop an adapted training plan for the members of the recruitment panels.

4.1.5 Awareness raining

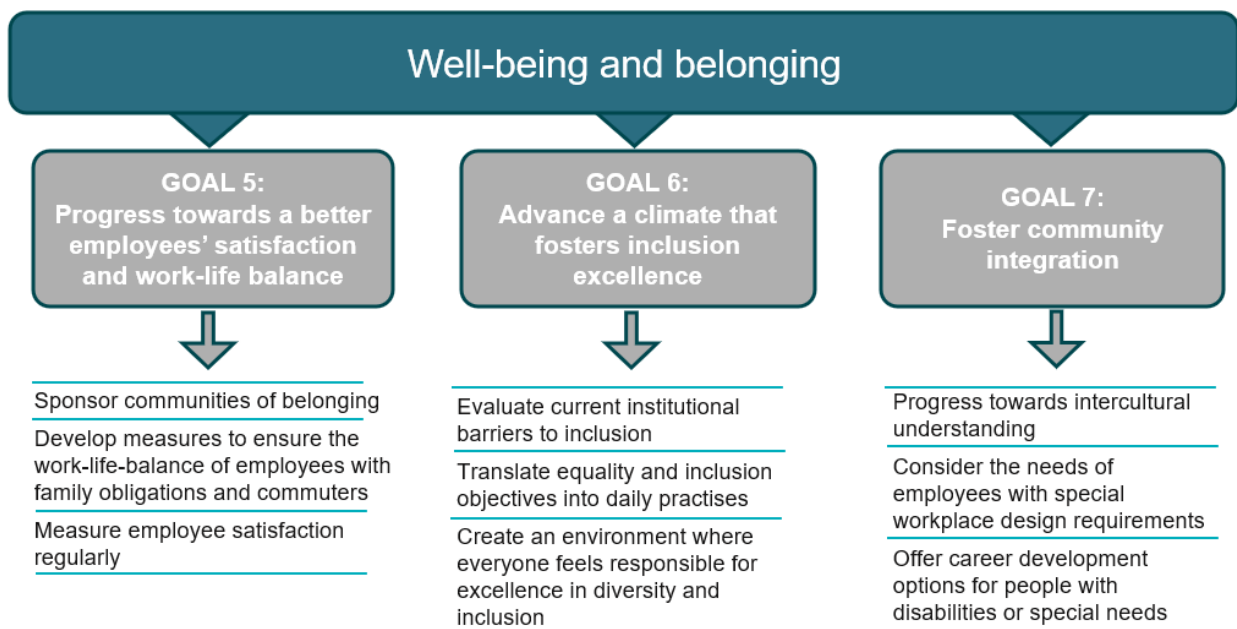
Goal 4: Promote D&I in research and training across the organisation

Development of an online training curriculum on diversity and inclusion for LIST staff

A **D&I training curriculum** for LIST employees has been developed. Due to the pandemic situation, only a few face-to-face courses can be given, so the focus here is on online training. Different trainings were put together for different target groups, such as PIs, managers, members in recruitment panels or new joiners. These training units on “unconscious bias”, “intercultural communication” or “working in mixed teams” build on each other and are intended to raise awareness on the various aspects of D&I. The program is based on voluntary participation in 2021 and has been embedded as mandatory in the overall training program from 2022 onwards.

4.2 Focus Area 2: Well-being and belonging

“LIST appreciates the differences. LIST is a flexible workplace that endeavours to ensure a good balance between private and work life responsibilities”



4.2.1 IMS Diversity Charter Lëtzebuerg

Goal 6: Advance a climate that fosters inclusion excellence

On 30/09/2021, LIST has signed the Diversity charter Lëtzebuerg committing to diversity and inclusion as defined in the national charter. The Charter helps signatory organisations to implement practices that promote social justice and cohesion. LIST will participate in the newly established working groups, especially those on age management and LGBTIQ issues.

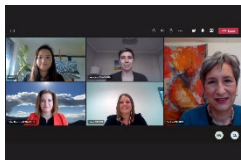
4.2.2 Awareness-raising initiatives and campaigns

Goal 6: Advance a climate that fosters inclusive excellence

During the year 2021, we have developed various initiatives and campaigns on the occasion of different national or international commemorative days, which contribute to **raising awareness** of diversity, equal opportunities and equity among the LIST community.

These will be continued in 2022, either in the same form or in a modified form (if the previous form has not proven to be effective), and will be accompanied by further measures to incorporate the basic ideas of the D&I concept into the daily working life of the employees.

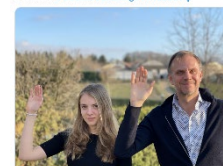
Here are some of the last year's initiatives:



- **International Day of women and girls in Science (11/02/2021):** On the occasion of the International Day of Women and Girls in Science, four female colleagues agreed to talk about their experience and their motivation to pursue a career in a very male-dominated world. (Video on [LIST Intranet](#))

- **International day of Women (08/03/2021):** Participation to **#ChooseToChallenge#IWD2021** theme “Women in leadership: Achieving an equal future in a COVID-19 world”

Thomas Kellenner
 My daughter and I, celebrating every girl's and woman's right to learn, thrive, and fulfill her potential as leader of the future. #ChooseToChallenge #IWD2021



- **National Diversity day (20/05/2021):** Launch of the **LISTeners campaign**. With over 50 nationalities represented internally, coming



LISTeners - Divya
BALAKRISHNAN
312 views • 1 month ago

from different backgrounds and cultures, holding a multitude of expertise and personal characteristics, LIST can only be grateful for the richness of differences AND similarities LIST community gets to experience every day. The **LISTeners campaign** highlights the diversity of our research institute, with original face-to-face videos, starting with [Dimitra Anastasiou](#), a Greek scientist from our ITIS, followed by [Divya Balakrishnan](#) from MRT and [Lari Cujko](#) from ESRIC department. The campaign is to be continued in 2022 in a slightly different form.

- **Official sponsor of Luxembourg PRIDE week (03/07 to 11/07/2021):** LIST decided to publicly commit to Luxembourg Pride Week by becoming one of the official sponsors of the PRIDE week 2021. The Luxembourg Pride was created in 1999 and celebrates each year a row in Esch-sur-Alzette. The festival is organised by the non-profit organisation Rosa Lëtzebuerg, which defends the rights of LGBTIQ community in Luxembourg.



- **International day of persons with disabilities (03/12/2021):** Information about the day and the background to raising awareness for people with disabilities. Launch of the campaign to improve the accessibility of LIST buildings.
- **Diversity and inclusion Breakfast (4 sessions in October 2021):** 4 online and on-site breakfast meetings offered in English and French. The new format serves to inform about the D&I project and its progress as well as the upcoming planned actions. At the same time, they ease the exchange with the interested participants and to raise awareness on both sides about existing obstacles and problems. The breakfast sessions will also be offered in 2022 in loose succession.
- **Inclusive employer branding - D&I websites:** D&I strategy, goals, outcomes and deliveries are now presented on the internal and external D&I websites. They present LIST commitment on D&I to all LIST staff, partner, clients and the public. All page visitors have access to the related documentation and events' information.

4.2.3 Inclusive and diverse culture

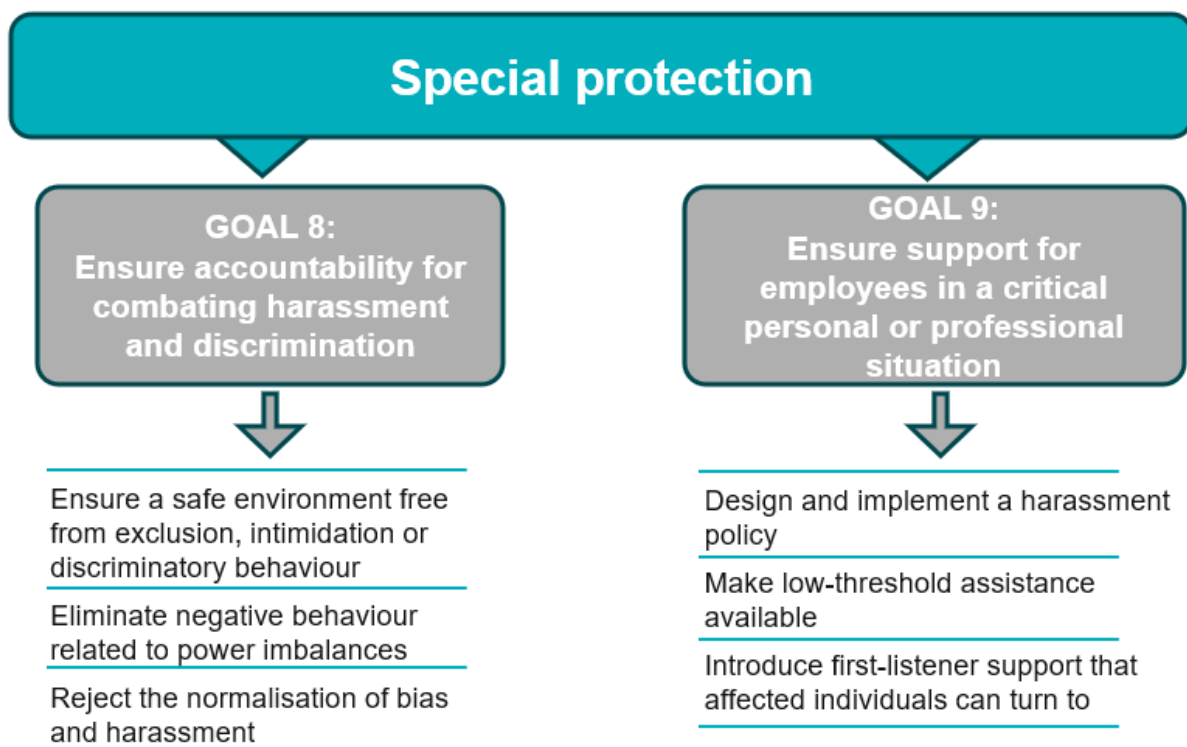
Goal 7: Foster community integration

At LIST, we want to live up our social responsibility and create more **employment opportunities for people with disabilities**. We have started reviewing our existing working conditions and analysed the measures that need to be implemented in order to make the LIST buildings wheelchair-accessible and adjust/equip workplaces in a way that they can be used by people with special needs.

As a first step, we therefore made a walk-through and as-is analysis of the buildings used by LIST together with the infrastructure and security teams to determine where barriers exist. In a second step, we developed a **catalogue of measures** for each building, whose implementation can reduce structural barriers in the short and medium term. In this way, we create the basic prerequisite for creating job opportunities also for people with physical impairments. From April 2022, we will start implementing the first projects, such as the conversion of toilets for people with disabilities or the installation of barrier-free parking spaces. It is planned to work through the present catalogue of measures step by step until end of 2023. Further concrete measures will be implemented according to the actual needs of those affected.

4.3 Focus Area 3: Special protection

“LIST staff receives the necessary and adequate support in the workplace in special personal situations”



4.3.1 Prevention of harassment and discrimination

Goal 8: Ensure accountability for combating harassment and discrimination

A LIST **anti-harassment policy** has been developed by an internal working group led by Julia Aguilar (HR). The policy will provide employees with behaviour orientation, avoid undesirable demeanour, and ensure the responsible, ethically correct and honest behaviour of the LIST community:

- Make clear that LIST does not tolerate any form of workplace violence, sexual or moral harassment.
- Raise awareness on workplace violence and harassment and that all LIST employees have a role to play in creating a harassment-free environment.
- Establish prevention measures and put available mechanisms to deal with harassment cases in a timely manner.
- Provide a framework of support for those employees or affiliates that may have been subject to harassment.

The policy is under review and a first proposal will be presented to the EXCOM for decision in March 2022.



5. LOOKING AHEAD

Over the next year, we will focus on the areas of gender equity, equal opportunities, training and recruitment:



- Continue to focus attention on creating diverse recruitment materials and ensuring balanced recruitment panels to improve gender balance in applications and shortlists for new vacancies.
- Encourage and directly engage with female candidates to convert a higher proportion of initial applicants into joiners and improve the gender balance of our new entries.
- Also implement D&I face-to-face training, (whenever it will be possible) for different target groups, such as project initiators, recruitment panel member, managers, and new joiners.
- Define and implement measures for those areas where we have a lot of catching up to do in terms of equality. These measures will be based on the results of the surveys and data collected as part of the Actions positives program.
- Raise awareness on the diversity of the LIST community: Implementation of an art event together with Luxinnovation and DeWidong as part of the national Diversity Day 2022 and our contribution to Esch2022.
- Implement a campaign to raise awareness towards the LGBTIQ+ community and accompany it with trainings.
- Participate to IMS project on the development of an e-learning training on LGBTIQ+
- Successively implement the measures defined in our catalogue of measures to improve accessibility of LIST buildings.
- Embed more active talent management and succession planning across our organisation to secure quicker progress towards gender balance.
- Set ambitious targets under our D&I strategy to improve gender representation at all levels of the organisation.
- Implement measures to ensure the work-life balance of employees with family obligations.

5.1 Action ID Cards – Updates

“Actions Positives” – Development and implementation of a GEP

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

“IMS Diversity Charter”

Action ID Card					
Action Name	IMS Diversity Charter	Owner	D&I Project team		
Problem / Context	<ul style="list-style-type: none"> Fostering diversity and inclusion can result in LIST becoming a more resilient organization, improving the partnership orientation and winning more projects. LIST is committed to gaining higher benefits from the diversity of its workforce and taking advantage of the creativity and innovation potential present. 	Action Description	<ul style="list-style-type: none"> 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. A D&I action plan is being developed and specific actions need to be implemented at LIST. 	Output / Deliverables	<ul style="list-style-type: none"> Become signatory of the Diversity Charter. Have a D&I action plan in place and implement actions. Improve employer branding.
Benefits by Stakeholder Group		Implementation	Status		
Employees	<ul style="list-style-type: none"> Benefit from diversity and inclusion actions. Feeling of acceptance and inclusion in the workplace. Equal opportunities. 	<ul style="list-style-type: none"> Timeline <ul style="list-style-type: none"> January – May 2021: development of the D&I action plan Establishment of a D&I Council + D&I working groups September 2021: signature of IMS Diversity Charter December 2021: Update of D&I Action Plan January 2022 onwards: Implementation of the updated D&I Action Plan April 2022 onwards: First Monitoring and Evaluation of Progress of D&I activities Team <ul style="list-style-type: none"> D&I Council + D&I project team D&I working groups with internal and external participants 	<ul style="list-style-type: none"> Diversity charter signed Update of D&I action Plan 		
Management	<ul style="list-style-type: none"> Tools to enhance performance and commitment and improve cooperation. 				
LIST	<ul style="list-style-type: none"> Better use of diverse workforce, attract and retain talent, and employer branding. 				
State & Society	<ul style="list-style-type: none"> Signatory to Diversity Charter, employment chances for people from diverse backgrounds. 				

“FNR Gender Working Group (GWG)”

Action ID Card				
Action Name	FNR Gender Working Group	Owner	FNR Gender Working Group Organizer	
Problem / Context	Action Description	Output / Deliverables		
<ul style="list-style-type: none"> In order to achieve progress for gender equality in research in Luxembourg (and related diversity and inclusion topics), cooperation between different actors can improve and accelerate progress towards specific objectives. 	<ul style="list-style-type: none"> Regular meetings between all the participants take place to develop common definitions and strategies, identify best practices, discuss progress and obstacles, etc. Development of actions, guidelines and impact on FNR funding programme guidelines. 	<ul style="list-style-type: none"> Common definitions and strategies, best practices that can be used at LIST within the D&I project and the Luxembourgish research community to ensure gender equality in research. 		
Benefits by Stakeholder Group				
Employees	<ul style="list-style-type: none"> Benefit from specific actions defined in the Gender Equality Plan. Experience more equal working conditions. Be able to voice opinions. Promote gender balance in decision-making. Promote good work-life balance. Promote equal pay. 	<th>Implementation</th>		Implementation
Management	<ul style="list-style-type: none"> Receive tools and definitions that they can use in internal and external cooperation and team management. 			
LIST	<ul style="list-style-type: none"> Become an equal opportunity employer. 			
State & Society	<ul style="list-style-type: none"> Research institutes in Luxembourg take a coherent approach towards gender (D&I) topics. 			
		Status	<ul style="list-style-type: none"> Ongoing. Project duration is extended to 2022 Writing workshop to finish expected outcomes 2021 in January 2022 	

“ERIN Gender Networking Group”

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

“Learning and Development”

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

“Talent Acquisition”

Action ID Card					
Action Name	Talent Acquisition	Owner	D&I project team		
Problem / Context	<ul style="list-style-type: none"> With the development and implementation of the Gender Equality Plan and the D&I Action Plan, existing processes and opportunities at LIST need to be analysed for their compliance with the D&I mission, vision and values. 	Action Description	<ul style="list-style-type: none"> Talent Acquisition processes and especially the different recruitment stages will be analysed for their coherence with the D&I mission and, if needed adjustments will be made. The job advertisements are checked for gendered language (gender decoder) and D&I values will be included (to improve employer branding and to stress LIST's commitment to fostering a diverse and inclusive workforce). The entire recruitment process will be analysed per department to detect unequal practices, unconscious biases and develop a minimum standard. 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). 	Output / Deliverables	<ul style="list-style-type: none"> The recruitment process will be in line with the D&I mission. Job advertisements use gendered language and stress the D&I values at LIST. The onboarding will be evaluated and adjusted to the D&I values.
Benefits by Stakeholder Group		Implementation	Status		
Employees	<ul style="list-style-type: none"> Equal opportunities and standards for recruitment processes. 	<ul style="list-style-type: none"> Timeline <ul style="list-style-type: none"> February 2021: first brainstorming sessions and process explanation April 2021: job advertisements are evaluated and adjusted June-July 2021: D&I Officer takes part in the recruitment process in each department Q4 2021 onwards: potential changes for the recruitment process are developed Team <ul style="list-style-type: none"> Talent & Acquisition team + D&I project team 	<ul style="list-style-type: none"> Modification of job offers implemented Check of each job offer with Gender decoder Changes in recruitment process: Not started 		
Management	<ul style="list-style-type: none"> Standardized and simplified recruitment processes. 				
LIST	<ul style="list-style-type: none"> Recruit the most qualified applicant. 				
State & Society	<ul style="list-style-type: none"> Equal opportunities for applicants. 				


“Work Opportunities for Persons with Special Needs”

Action ID Card				
Action Name		Offer work opportunities for persons with special needs	Owner	D&I project team
Problem / Context		Action Description		Output / Deliverables
<ul style="list-style-type: none"> 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. 		<ul style="list-style-type: none"> 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. 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). Job advertisements and the external website will be adapted to be accessible for persons with special needs. 		<ul style="list-style-type: none"> LIST's workspaces are analysed for their adaptability for persons with special needs. Positions that would be suitable for persons with special needs have been identified. LIST communicates its commitment to be an equal opportunity employer. External communication is accessible for persons with special needs.
Benefits by Stakeholder Group		Implementation		Status
Employees	<ul style="list-style-type: none"> Opportunity to receive workspace adaptation to special needs. 	<ul style="list-style-type: none"> Timeline <ul style="list-style-type: none"> Q1 2022: Equal Opportunity Branding 2022: Analysis of workspace suitability and identification of positions Team <ul style="list-style-type: none"> INFRA, D&I project team Internal working group 		<ul style="list-style-type: none"> Equal opportunities branding: Start in 03/2022 Inspection of LIST buildings to detect existing barriers Guidelines written Analysis carried out, fields of action defined Action timeline to be developed
Management	<ul style="list-style-type: none"> Be able to welcome and integrate persons with special needs. 			
LIST	<ul style="list-style-type: none"> Progress towards compliance with national quota. Equal opportunity employer branding. 			
State & Society	<ul style="list-style-type: none"> More employment opportunities for persons with special needs. 			

“LGBTIQ+ Inclusion”

Action ID Card				
Action Name		LGBTIQ+ inclusion	Owner	D&I project team
Problem / Context		Action Description		Output / Deliverables
<ul style="list-style-type: none"> Many stereotypes and prejudices still exist against LGBTIQ+ (Lesbian, Gay, Bisexual, Transgender, Intersex, Queer, +) people, despite legislation and a rather favourable environment in Luxembourg. Discrimination and LGBT-phobic acts remain a reality in the world, including in Luxembourg. The lack of tangible data on the situation of LGBTIQ+ 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. 		<ul style="list-style-type: none"> An inclusive culture will be promoted through awareness and information, and a clear intolerance to harassment and discrimination of any kind will be established. LGBTIQ+ awareness will be fostered through a D&I communication strategy that will include important events/days/weeks, e.g. the Luxembourg Gay Pride. Inclusive language in all internal communication and LIST's external employer branding should become the standard. 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. Create a contact point for LGBTIQ+ persons, allies or LIST employees that need support or information. 		<ul style="list-style-type: none"> Inclusive culture at LIST. Inclusive language as standard. Training opportunities offered and awareness-raising measures. Diverse and inclusive employer branding.
Benefits by Stakeholder Group		Implementation		Status
Employees	<ul style="list-style-type: none"> An inclusive culture will allow every individual to feel accepted and valued at work and increase overall job satisfaction. 	<ul style="list-style-type: none"> Timeline <ul style="list-style-type: none"> Q3 2021 onwards: Awareness-raising Q1 2022 Learning and Development: Training opportunities Q2 2023 First specific actions will be developed Team <ul style="list-style-type: none"> D&I project team Staff delegation 		<ul style="list-style-type: none"> Sponsor of Luxembourg PRIDE week 2021 Training opportunities to be developed together with external partner: 03/2022
Management	<ul style="list-style-type: none"> Managers will receive information and tools to create an inclusive environment. 			
LIST	<ul style="list-style-type: none"> More inclusion increases employee motivation, creativity and thus a higher performance. 			
State & Society	<ul style="list-style-type: none"> Societal values like tolerance and equality are promoted. 			

“D&I Communication Plan”

Action ID Card			
Action Name	D&I communication plan	Owner	D&I project team
Problem / Context	Action Description		Output / Deliverables
<ul style="list-style-type: none"> 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. A D&I communication plan can lead to quick results for visibility and a first step for awareness raising. 	<ul style="list-style-type: none"> 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 to create recognition for different individuals and groups. This communication plan involves external and internal communications. (D&I section on external website, external social media content, intranet section, direct communications, webinars, etc.) The intranet section will include a D&I calendar that will highlight important days and events. The D&I communication strategy will become part of the overall LIST employer branding. 		<ul style="list-style-type: none"> D&I communication plan developed and implemented. D&I intranet section in place. D&I section on external LIST website. D&I social media presence. D&I calendar visible on intranet D&I section. D&I is part of employer branding.
Benefits by Stakeholder Group			
Employees	<ul style="list-style-type: none"> More awareness of the different D&I topics, events, progress of the D&I project, etc. Underrepresented groups and persons will see themselves/important days acknowledged and valued. 	Implementation	
Management	<ul style="list-style-type: none"> Management will have information at their disposal to address specific needs in their teams and are able to foster more inclusion, due to higher awareness. 	<ul style="list-style-type: none"> Timeline <ul style="list-style-type: none"> January – March 2021: development of D&I communication plan January 2021 – onwards: first D&I communications (Webinar – unconscious bias, International Day of Women in Science, International Women’s Day) Q4 2021 onwards: D&I intranet section Q4 2021 onwards: D&I content on external website Team <ul style="list-style-type: none"> D&I project team Communications 	
LIST	<ul style="list-style-type: none"> D&I employer branding. Higher performance AND commitment due to more job satisfaction and feelings of belonging of the staff. 	Status	
State & Society	<ul style="list-style-type: none"> Societal values like acceptance and tolerance are promoted and D&I awareness increases. 	<ul style="list-style-type: none"> Intra- and extranet pages online Awareness raising: Ongoing Update of D&I communication plan 2022: Done External cooperation on awareness raising/actions with members of the FNR Gender working group 	

6. OTHER RELATED DOCUMENTS (OPTIONAL)

Document	Title
DOC-00187	Diversity & Inclusion charter
DOC00672	Inclusive language at LIST (English)