



DIVERSITY AND INCLUSION

Annual Report 2022

LUXEMBOURG
INSTITUTE OF SCIENCE
AND TECHNOLOGY



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1. PURPOSE

LIST has made diversity, inclusion and equality one of its top priorities. As such, it has pledged to all its employees and partners that it will foster a culture in which all staff members can contribute their strengths and abilities to LIST's strategy and develop their potential, regardless of ethnicity, faith, age, gender or sexual orientation, according to the European Equal Opportunities legislation (Directive 2006/54/EC).

A D&I officer was appointed in January 2021 and has since developed a D&I strategy, which was approved by the Board of Directors in May 2021. In accordance with national and European requirements, the strategy identifies three priority focus areas for action in diversity management and equality, and defines targets and specific projects to achieve the objectives set.

The objectives for the priority focus areas are:

- Equal opportunities: The organization and processes are structured in such a way that they guarantee and enable equal job and career opportunities for all LIST employees, regardless of their biological, gender and social characteristics;
- Well-being and belonging: LIST appreciates difference. LIST is a flexible workplace that helps to ensure a good balance between private and work life responsibilities;
- Special protection: LIST has measures in place to ensure that employees receive adequate support in special personal situations.

This document provides an overview of the activities, measures implemented and progress made in 2022 to improve diversity and inclusion in the institute. The purpose of this report is to communicate the organization's commitment to fostering a diverse and inclusive workplace transparently. By sharing the efforts undertaken, complex situations and positive outcomes, LIST aims to promote accountability, inspire dialogue and show its dedication to creating an environment in which all individuals feel valued, respected and empowered.

2022 was the second year of implementation of the LIST D&I strategy, in which tasks were examined, and fields of action and goals were defined in more detail and underpinned with additional data. Concrete, larger projects were launched and additional working groups were set up to implement the individual measures.

2. SCOPE

This document provides a comprehensive and transparent account of the organization's diversity and inclusion journey throughout 2022. 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. DESCRIPTION

3.1 Highlights of 2022

The highlights of 2022 showcase LIST's most significant and noteworthy accomplishments and milestones of the year. They illustrate key achievements, initiatives and progress in various areas, including diversity and inclusion, innovation, growth and community engagement.



Diversity day – photo exhibition

To mark Diversity Day and celebrate the rich tapestry of diversity in our community and promote inclusion, we organized a photo exhibition together with our neighbours DeWidong and LUXINNOVATION. From 6 to 23 May, photos were displayed of 47 professionals from 37 different nationalities, aiming to shed light on the diversity behind the walls of the “Maison de l’Innovation” building on the Esch/Belval campus. Each photograph told a compelling story, portraying the essence of diversity and highlighting the importance of acceptance and understanding.



Round table discussion with Minister Joëlle Welfring

On the occasion of International Women’s Day, Environment Minister Joëlle Welfring and 38 participants discussed the obstacles a woman has to overcome to build a professional career. The event was organized in cooperation with the ERIN networking group.



Continuing to support the importance of LGBTIQ+ inclusivity

For the second year in a row, LIST was an official sponsor of Pride Week. This event is a celebration of diversity, equality and LGBTIQ+ rights. Sponsors provide financial or other resources to help organize and promote the week-long series of events, including parades, parties, panel discussions and cultural activities. Through its sponsorship, the institute aligns itself with the values of diversity, equality and social progress. More than 30 LIST employees participated in the different actions and represented LIST in the official Pride March on Saturday 9 July 2022.

4. FOCUS AREAS

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 hierarchical levels where a specific gender is under-represented.

At LIST, women are under-represented in RDI positions and over-represented in administrative positions. The outcomes of the 2021 *Actions Positives* survey showed that women are especially under-represented in positions with a higher skillset, in particular, positions involving very complex problem-solving and/or decision-making tasks. At the same time, they are highly over-represented in simple and/or routine activity positions.¹

The efforts in this area aim to achieve a better balance and successively reduce the under-representation of one gender. This can be achieved on the one hand via increased recruitment of the under-represented gender, and on the other, via the targeted qualification and promotion of current employees.

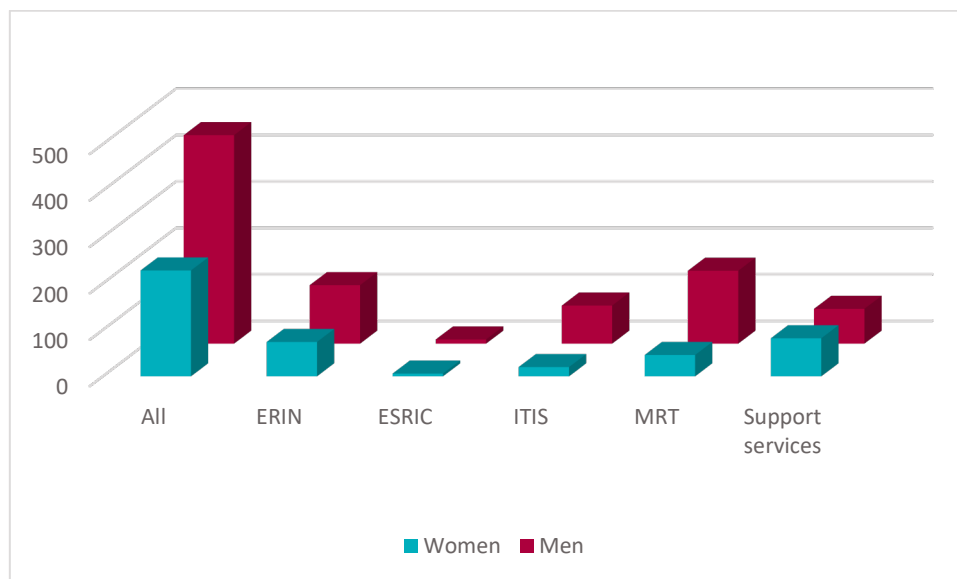


Fig.1: Staff by gender 2022

In 2022, efforts were stepped up to recruit more highly qualified women for management positions at the institute.

After losing a significant number of highly qualified women with a permanent employment contract in 2022, a concept was created to promote, qualify and retain employees in the company. These efforts have yielded their first results, demonstrating a higher access rate for women in the scientific departments in 2022 compared to the previous year. Nevertheless, the further qualification and retention of existing talents must be intensified, because there is much international competition for

¹ *Actions Positives* LIST evaluation report on gender equality, 2022, p.32

talented women in research and Luxembourg has limited appeal for many, due to the high cost of living and difficult framework conditions for partners, e.g. regarding work permits and job searches.

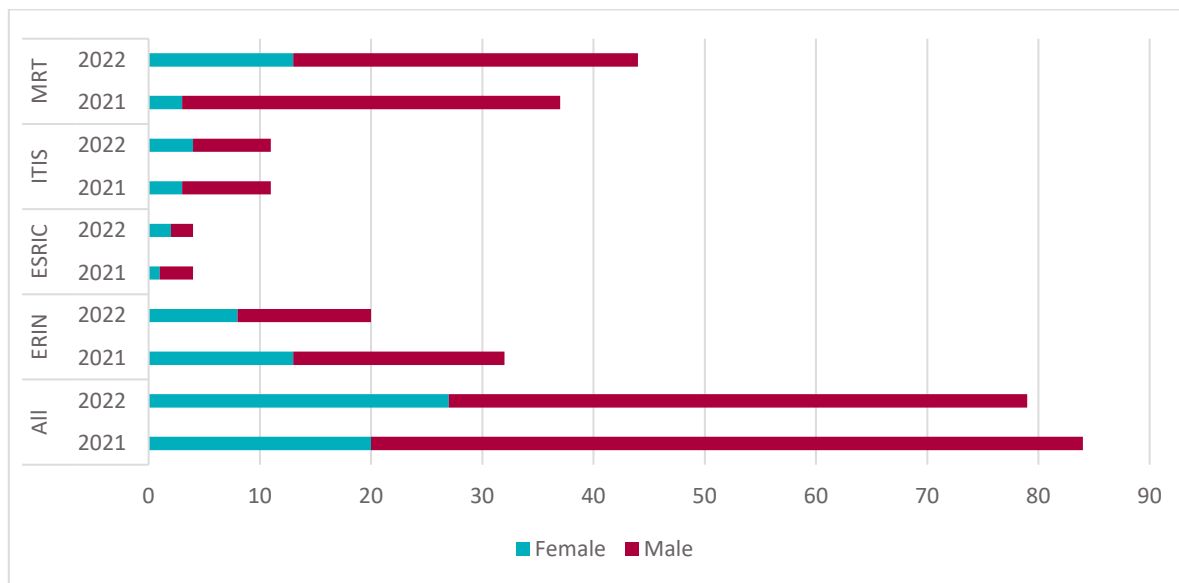


Fig.2: New joiners RDI 2021/ 2022 by gender and department

4.1.2 Actions Positives

After the signing of the contract with MEGA to participate in the “*Actions Positives*” programme in September 2021, work began on analysing the current situation and preparing the employee survey. After the joint development of the questionnaire with Eurogroup Consulting, the company commissioned by the Ministry, all employees were invited to participate in February 2022. 49.7% of employees completed the survey and commented on the various questions. At the same time, the consultancy analysed gender equity in wage payments based on 2021 data. The results of both surveys were compiled into a report and submitted to LIST in April 2022.

An *Actions Positives* working group was formed comprising members from all departments and hierarchical levels of the company². This working group conducted an analysis of the reports and identified four main areas for action:

- Professional career development
- Salary
- Reconciliation of private and working life
- Stress and health-related well-being

Subsequently, three sub-working groups were formed to address the respective problem areas in more detail and to develop and implement measures and actions together with the relevant internal

² Permanent members of the working groups are Kate Buckeridge (Senior Researcher, ERIN), Marie Gallais (Group Leader, ITIS), Malgorzata Gregorczyk (Risk, Compliance and Quality Officer, F&A), Jean-Louis Piroux (Gender Equality Delegate, Staff delegation), Sabina Quijano (D&I Officer, HR) and Daniel Schmidt (Group Leader, MRT), with Maximilien Schuh as the representative of MEGA.

and external stakeholders. Additional staff were appointed to complete the teams of the three thematic sub-working groups for the duration of the thematic sub-working groups³.

No separate sub-working group was formed for the topic of “Stress and health-related well-being”, as there is already a “Mental Health” working group at LIST. As there are overlaps both in the topics and in the members of the working groups, a lively exchange between these groups is ensured and the weaknesses identified by Eurogroup Consulting on employees’ health and well-being will be considered.

By the end of the year, the sub-working groups had developed a joint action plan with 12 concrete actions, which will be presented to the MEGA “*Actions Positives* Committee” for discussion and approval in the first half of 2023.

4.1.3 National Gender Working Group in public research (GWG)

After progress in the working group almost coming to a standstill in 2021 due to the pandemic situation, the group was able to meet more frequently again in 2022 and continue working on the materials to be developed and actions to be implemented. To provide a broader overview of the need for gender equality in research, the document “Promoting Gender Equality in Research in Luxembourg. A preface” was developed by the GWG. It is a dynamic introduction to all subsequent best practice documents that will be implemented in all national research organizations. The “Best practices for collecting and monitoring gender-disaggregated data” document was also finalized. This is a guide to the gender disaggregated data that all publicly funded research organizations are required to collect on a regular basis for their Gender Equality Plans under the HORIZON Europe research framework programme. It provides a rationale for monitoring gender disaggregated data in research institutions and a recommendation on the type and use of data to be collected for the different target groups (university, research-performing organizations and research-funding institutions in Luxembourg).

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 2022, LIST actively participated in three of the self-organized working groups:

- Age management: Development of best practices and guidelines to help companies to develop an adapted age-management strategy.
- LGBTIQ+ issues in the workplace: Development of guidelines for companies to better understand the situation of the LGTBIQ+ community in the workplace.
- LGBTIQ+ e-learning programme: Development of an e-learning course to raise awareness of LGBTIQ+ issues in companies. The training was developed in response to needs expressed by companies in relation to this issue.⁴

³ The temporary members are: Julia Aguilar (HR Project Officer, HR), Rutuja Bhusari (Junior R&T Associate, MRT), Veneranda Lopez Diaz (R&T Associates, ERIN), Jennifer Sarha (RAO Officer, F&A)

⁴ The development of the e-learning programme was co-financed by the Ministry of Family, Integration and the Greater Region, the European Social Fund (ESF) and the Oeuvre de Secours National Grande-Duchesse Charlotte.

4.1.5 Recruitment equity

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

At LIST, women are under-represented in RDI positions. Furthermore, the number of women decreases as the level of hierarchy increases. Over the last 12 months, we have taken steps to strengthen gender representation throughout the organization. Changes were made to the way we attract candidates in terms of the wording of job advertisements and their placement on specific platforms or scientific networks.

Thanks to these changes and adjustments, in 2022 LIST received more applications from women for advertised positions than in previous years. 27% of all applications came from women, 8% of whom were invited for an interview (compared to 5% of male applicants) and 35% of female applicants who were invited for an interview were hired (compared to 33% of male applicants).

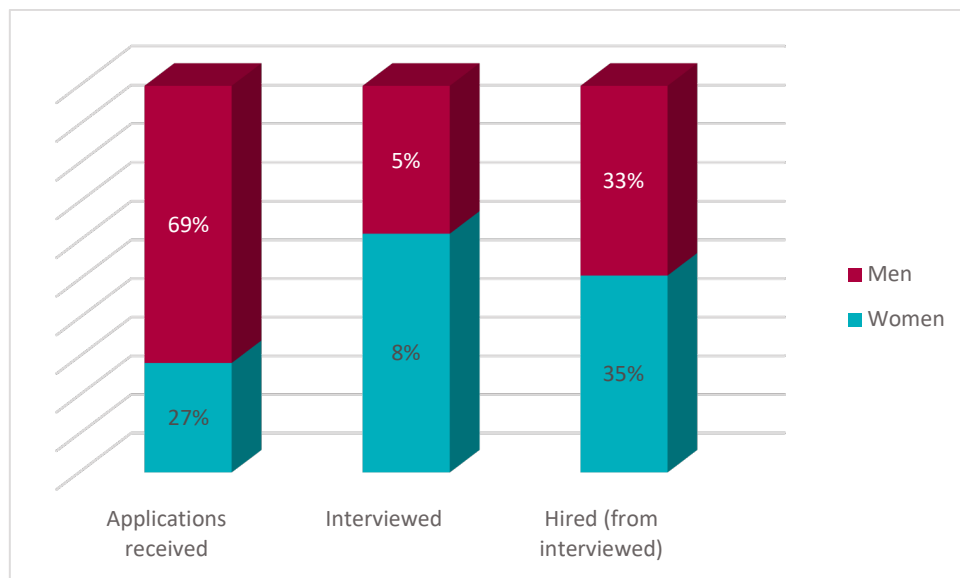


Fig.3: Candidates in the recruitment process by gender⁵

However, the impact of the changes to our recruitment process has been mixed; while there was some positive progress, the impact on the underrepresented groups was lower than hoped for, especially for higher-level or management positions. In coming years, attention must be given to looking for new and diverse ways to become a more attractive employer for highly talented women.

4.1.6 Gender and/or age 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.

An investigation into gender equality within the Institute, carried out at the beginning of 2022, established that in terms of gross salaries, women earn 86.5% of the average male salary.⁶ The gap

⁵ Since gender-related figures were not yet collected in 2021 as in 2022 and were destroyed due to the data protection regulations in force, a comparison with the previous year can only be made to a limited extent.

⁶ The salaries for the 2021 were used as a basis here.

between the average salary of women and men is thus -13.5%. However, this is an unadjusted or averaged difference, meaning that the average earnings of men and women are compared with each other without taking any other criteria into account. If education, work experience and length of service, as well as the job-related criteria of competence level and position are considered, a different picture emerges: According to this study, within LIST, the gender variable explains only +1.2% of salary inequality in favour of women. The report states that the remaining wage difference, which cannot be explained by either personal qualification or job characteristics, is not critical. No proven effect linked to gender can be established by the statistical method used.⁷

The “*Actions Positives*” salary working group has analysed the figures and the report closely and agreed to further investigate the development of salaries, even though no compelling need for action was identified overall. As a result, it was noted that there are larger salary differences between different employee groups or positions that cannot be attributed to the criteria described above:

- The higher the age of the employees, the more unfavourable the pay gap is for women (-29.4% for women in the over-60 age group);
- Women are paid less than men in the two most highly educated and the least educated population categories;
- On average, women are paid less than men in management and supervisory positions;
- An annual analysis using the Logib tool was deemed necessary to monitor the development of the gender pay gap at regular intervals, especially in the areas considered critical, and to develop recommendations for action.

Accordingly, a second series of analyses began at the end of 2022. Results are expected for March 2023.

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 work life 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 with family obligations. Progress towards a higher level of employee satisfaction and commitment.

Initial projects to improve work-life harmony were developed in 2022. As a rule, these projects involve revisions and adjustments to existing internal rules and processes. In 2022, the “Reconciliation of private and working life” working group focused on analysing the existing agreements governing working hours, the procedures for applying for part-time work and the right to disconnect and developed improvement and simplification proposals. In addition, guides were developed to help new parents find suitable childcare institutions near the workplace.

Projects that concern the reduction of stress and the revision of the flexitime rules continue in 2023.

⁷ *Actions Positives* LIST Evaluation Report on Gender Equality, 2022, p.26ff. The analysis was carried out using the Logib tool. Logib is free software that can be downloaded from the Ministry of Equal Opportunities website. It can be used to explain salary differences according to different criteria: gender, age, seniority, level of training, job requirements and professional position (level of responsibility).

4.2.2 Inclusive and diverse culture

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

4.2.2.1 Diversity and intercultural communication training for managers

In September 2022, the management team began a comprehensive training programme designed to address the growing need for inclusive leadership in diverse workplaces. The training was developed to equip them with the necessary skills and knowledge to effectively navigate and leverage diversity within their teams.

During the training, managers delved into the concepts of diversity, equity and inclusion, gaining a deeper understanding of the value and benefits of diverse perspectives. They explored topics such as unconscious bias, gender bias in the recruitment process and the importance of creating an inclusive work environment. Through interactive workshops, case studies and discussions, managers were able to reflect on their own biases and develop strategies to promote fairness, respect and understanding. They learned about best practices for recruitment, to ensure equal opportunities for employees from all backgrounds.

4.2.2.2 Diversity training for LIST staff

As part of its commitment to fostering a diverse and inclusive workplace culture, a comprehensive diversity training programme was developed for all staff members. Recognizing the need for an accessible and scalable training solution, LIST created an online training concept based on LinkedIn online training courses.

This concept provides a flexible and convenient approach enabling all staff members to participate in the diversity training at their own pace and convenience. By leveraging the extensive library of LinkedIn courses, the institute can tailor the training content to address specific diversity and inclusion topics relevant to LIST needs.

The training programme offered enables all staff to enhance their understanding of diversity, expand their cultural awareness and develop inclusive practices. It covers a wide range of topics, including unconscious bias, inclusive language, allyship, creating a welcoming environment and promoting diversity in hiring practices. Staff members have access to an online training platform, where they can engage with the interactive courses, complete quizzes and track their progress. The courses incorporate multimedia elements, real-life scenarios and practical examples to enhance engagement and knowledge retention.

By offering this training, LIST underlines its commitment to fostering an inclusive workplace culture and creating a shared understanding of the importance of diversity and inclusion.

In 2022, 284 employees completed the first part of the D&I training course and 166 employees the second part. As there is no time limit, the training units will also be available to all employees in 2023.

The online format enables scalability and ensures that all employees can easily access the training.

4.2.2.3 Introduction of a working from home policy

LIST has introduced working from home as part of its work arrangements, recognizing the potential benefits it offers for flexibility, productivity and employee well-being. The introduction of home working was the result of a comprehensive process that encompassed various stages, providing a smooth transition and alignment with legal requirements and internal policies.

Firstly, the company embarked on the development of a working from home strategy that outlined the goals, guidelines and framework for implementing home working across the organization. This strategy considered the specific needs and goals of the company, taking into account factors such as job roles, team dynamics and work-life harmony.

To ensure compliance with legal regulations, an in-depth study of the national legal framework and that of neighbouring countries was conducted. This analysis helped identify the legal obligations, rights and limitations associated with working from home. By understanding the legal landscape, the company was able to establish working from home policies that adhered to local laws and regulations.

Adapting the time recording systems played a crucial role in accommodating working from home arrangements. The institute modified its flexitime and HR Access systems to accurately track and record employees' working hours, taking into consideration flexible schedules and home working scenarios as well as considering the different legal situations in the greater region.

4.2.2.4 Awareness-raising initiatives and campaigns



During 2022, LIST conducted initiatives and campaigns on the occasion of different national or international commemorative days, which contributed to **raising awareness** of diversity, equal opportunities and equity among the LIST community:

- Diversity day 2022 photo campaign
- Round table discussions
- Training on unconscious bias in the context of the International Day of Women and Girls in Science
- International Women's Day
- Sponsoring of the Pride initiative 2022

These initiatives will be continued in 2023, either in the same format or in a modified format (if the previous format was 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 LIST employees.

4.3 Focus Area 3: Special Protection

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

4.3.1 Prevention of harassment and discrimination

To provide a safe and respectful work environment, LIST has taken a proactive approach by developing and implementing an anti-harassment policy and procedure. A dedicated project working group led by HR was established, comprising representatives from various departments, to oversee this initiative. Initial drafts of the procedure were carefully crafted and submitted for review and approval. Subsequently, the procedure underwent review and received endorsement from the Executive Committee and LIST Staff Delegation. Once approved, the anti-harassment policy and procedure were officially published, providing clear guidelines and mechanisms for addressing and preventing harassment incidents within the organization. This comprehensive approach underscores LIST's commitment to maintaining a respectful and inclusive workplace for all employees.

4.3.2 Training programme "First LISTeners"

LIST prioritizes the well-being and support of its employees by implementing a comprehensive training programme for designated contact persons. These individuals are trained to provide assistance and accompany their colleagues during demanding situations. Colleagues trained as First LISTeners are identified by a star next to their name in the organization chart, so that anyone

seeking help can easily find an available contact person. With empathy and understanding, they offer a listening ear, guidance and support to those in need. Through this programme, LIST promotes a caring and compassionate work environment, ensuring that employees feel supported and have access to the resources they require during difficult times. It also allows risks to the physical and mental health of employees to be identified in good time and the appropriate internal or external support to be provided.

5. MONITORING

The effectiveness of the D&I measures is evaluated through continuous monitoring and has the following aims:

- Establish the baseline situation in terms of equality, equity and inclusion, against which progress is regularly reviewed.
- 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 relevant:

- General sociodemographic data
- Recruiting
- Career Progression
- Reconciliation of family and career

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
Board of directors	5	55.6%	4	44.4%	9
Committees					
Executive Committee	2	28.6%	5	71.4%	7
HSE Committee	3	33.3%	6	66.7%	9
Ethics Committee	2	40.0%	3	60.0%	5
Collaborative Council	3	37.5%	5	62.5%	8
Management	14	19.7%	57	80.3%	71

Table1: Decision-making entities (2022)

Except for the Board of Directors, women are underrepresented in all decision-making bodies. Positions in middle and senior management are predominantly held by men (80%). LIST was not able to achieve a greater balance in 2022. The figures remained unchanged compared to 2021. Since few existing management positions will become vacant and few new positions will be created in the coming years, it will be very difficult to significantly change the current situation in the next five years.

6.2 Nationalities

In December 2022, LIST staff came from 54 different countries. The vast majority (85.4%) were of European origin (of these, most employees come from the Greater Region: 9.2% Germany, 9.3% Luxembourg, 11.4% Belgium, 48.8% France, while 21.3% came from other European countries).

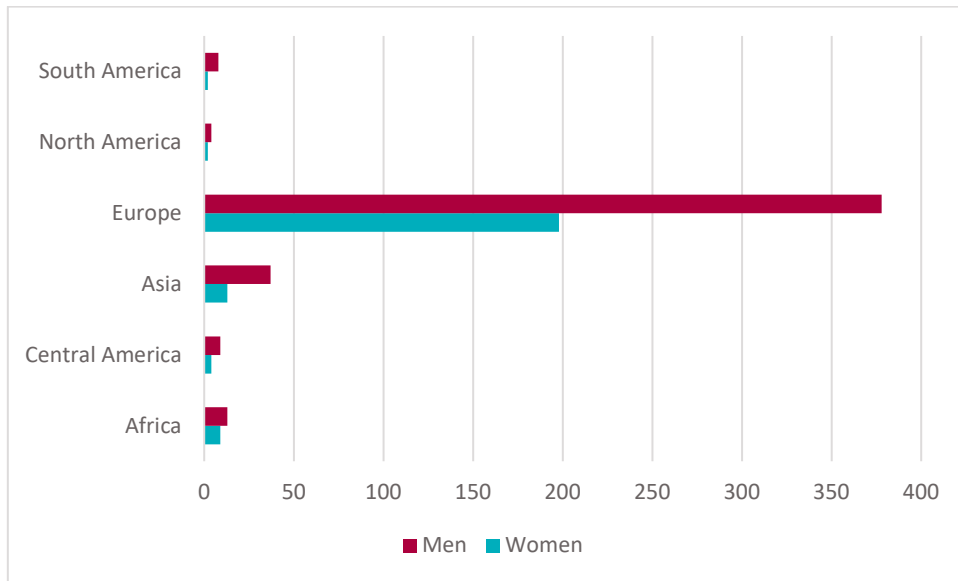


Fig.4: Nationalities by gender

6.3 Age

The average age of employees in 2022 was 41.5 years, with women being, on average, younger than men (w 40.2 years, m 42.0 years). 67.5% of the employees were between 31 and 50 years old.

Most men fall within the 41-50 age group (37.9%). The majority of women are in the 31-40 age group (34.2%).

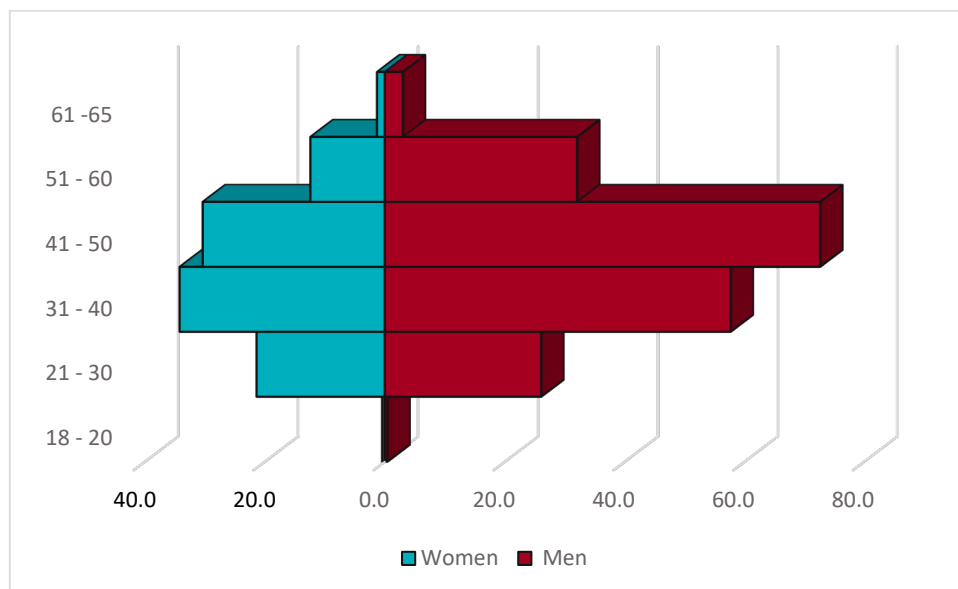


Fig.5: Age by gender and age cohort

6.4 Type of employment contract

In 2022, a total of 676 people were employed by LIST, of whom 25.6% had a temporary employment contract (25.3% in 2021). Considering the type of employment contract by gender, we can see that overall, women have a slightly higher share of fixed-term contracts (26.0%) than men (25.4%).

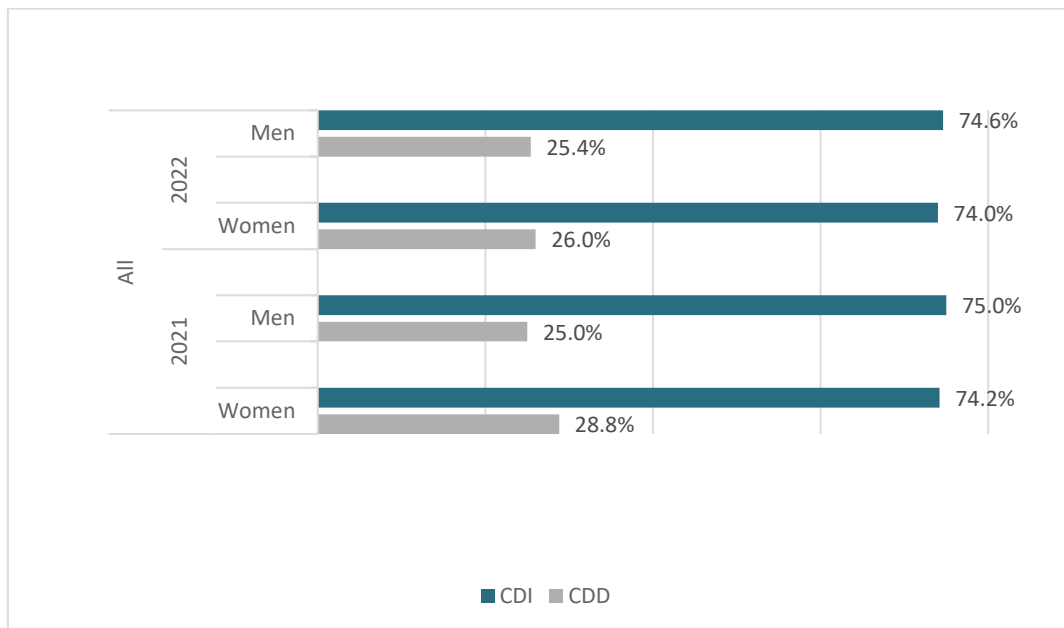


Fig.6: Type of employment contract by gender (comparison 2021/2022)

In the research departments, the number of fixed-term employment contracts was higher, with 31.3% (34.0% in 2021), although this varies from department to department. MRT had the highest percentage of temporary employment contracts, with 53.4%, while ITS has the lowest, with 21.5%.

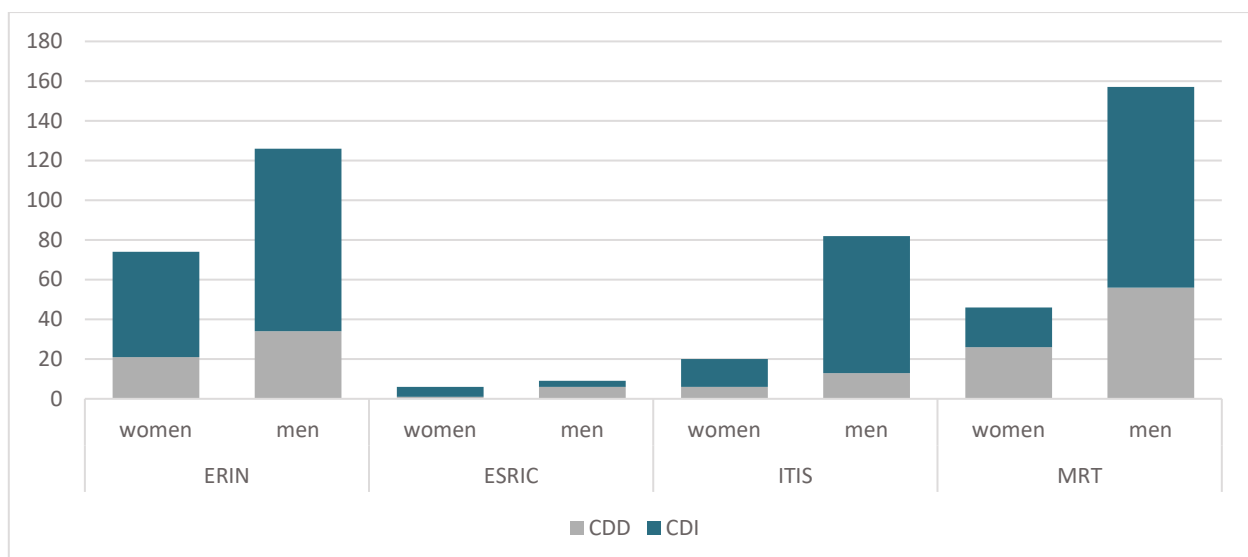


Fig.7: Employment contract by type and gender in each research department (2022)

Regarding the type of employment contract by gender, the picture is highly differentiated: In MRT, women have predominantly fixed-term contracts compared to men (w 56.5%, m 35.7%). In ESRIC, the situation is inverse (m 66.7%, w 16.7%) and in ERIN, the proportion of men to women with fixed-term contracts is more or less the same (w 28.4%, m 27.0%). In ITIS, 30% of women and 15.9% of men have a fixed-term contract.

Greater emphasis should be placed on the equal allocation of fixed-term and permanent employment contracts to men and women within the departments to ensure equal opportunities in the career development of employees and the transfer and retention of knowledge.

6.5 Leavers

The number of employees who left the company, either because their employment contract had expired at the end of a fixed-term employment contract or because they wanted to reorient themselves, amounted to 97 employees in 2022, which corresponds to 14.3% (w 17.2%, m 12.9%) of the total workforce. 27.8% of the leavers had a permanent employment contract (w 40.7%, m 59.3%).

In terms of departments, this means an outflow of between 6.7% and 19.5% of the total population (ESRIC 6.7%, ITIS 6.9%, Corporate 7.7%, MRT 18.7%, ERIN 19.5%).

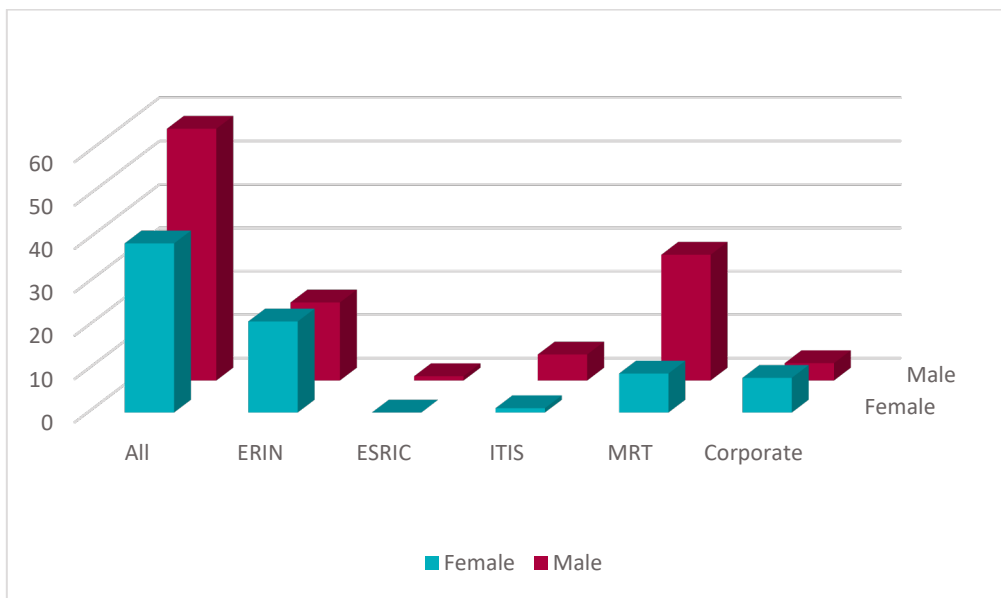


Fig.8: Leavers by gender and department

In terms of the gender balance within the departments, this means an outflow of up to 28.4% of the total female workforce in 2022 (ESRIC: w 0%, m 11.1%; ITIS: w 5.0%, m 7.3%; Corporate: w 9.9%, m 5.3%; MRT: w 19.6%, m 18.5%; ERIN: w 28.4%, m 14.3%).

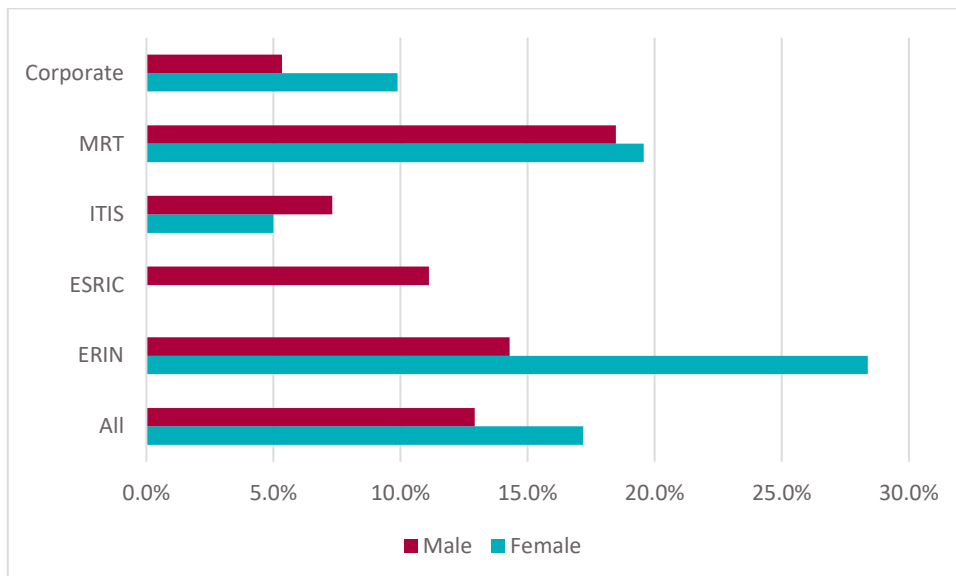


Fig.9: Leavers related to the total number of employees by gender and department

Related to the overall workforce, it must be noted that relatively more women than men have left the company (2022: w 17.2%, m 12.9%; 2021: w 18.0%, m 14.4%). This is due to the fact that relatively more women than men have a fixed-term employment contract (measured against their total number) and that an exceptionally high number of women with a permanent employment contract left the institute in the reporting year (2021: 38.5%, 2022: 40.7% of the female leavers had a permanent employment contract).

If this trend continues in 2023, a gender balance can only be achieved in the future with significant efforts and concrete targets for each department.

6.6 Part-time working

In the reported year, a total of 121 employees have worked part-time. More specifically, this was 32.2% of the women and 10.7% of men employed at the institute. This translates to a total part-time quota of 17.9%. The part-time rate for Luxembourg in 2022 was 18.3% overall (w 30.9%, m 7.1%), therefore, the overall rate in LIST was slightly below the national average.

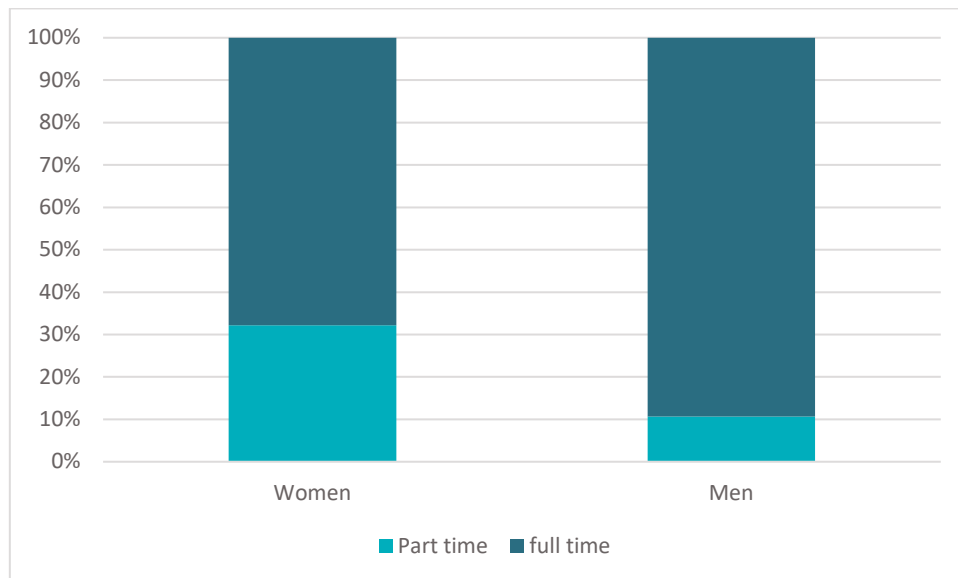


Fig.10: Part-time and full-time employment contracts by gender

6.7 Parental leave

Only a few employees applied for parental leave in 2022. In total, 15 people took parental leave in different formats. We observe that men predominantly take fractional parental leave: Either one day a week or spread over individual months. Women, on the other hand, predominantly take six months full-time parental leave, after which they reduced their working hours and work part-time due to childcare and family obligations.

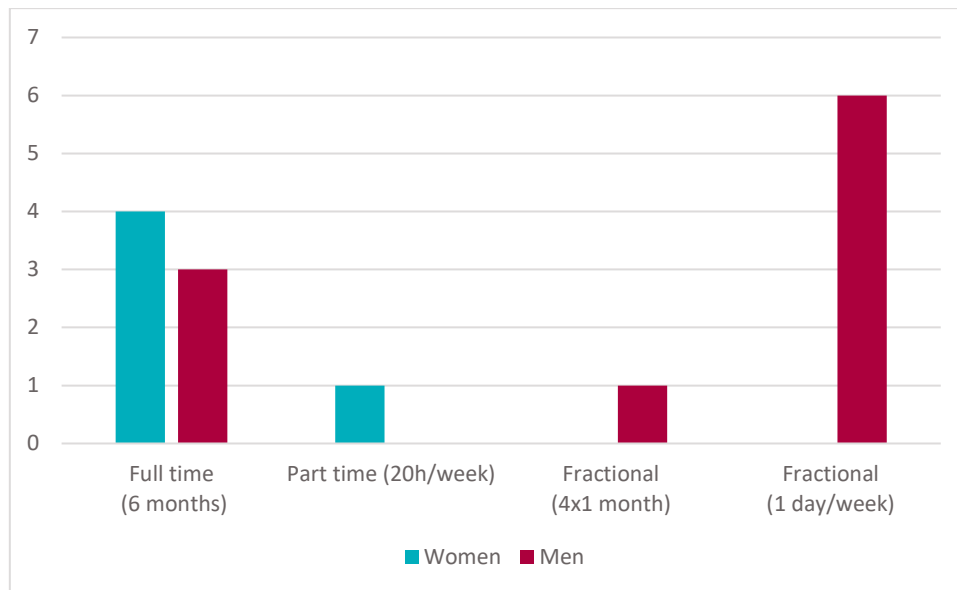


Fig.11: Parental leave by gender and type of leave

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 with the following measures:

- Get involved in the IMS Handi-Perception project while establishing a complete inventory of the level of disability inclusion in the company;
- Embed more active talent management and succession planning across our organization to progress faster with gender balance;
- Focus attention on improving gender balance in applications and shortlists for new vacancies by creating diverse recruitment materials and ensuring balanced recruitment panels;
- Encourage and directly engage with female candidates to convert a higher proportion of initial applicants into joiners and thus improve the gender balance of our new employees;
- Implement face-to-face D&I training, (whenever possible) for different target groups, such as project initiators, recruitment panel members, managers and new joiners;
- Implement the action plan developed in the “*Actions Positives*” project and approved by MEGA;
- Successively implement the measures we have defined to improve the accessibility of LIST buildings;
- Implement measures to ensure the work-life balance of employees especially for those with family obligations;
- Gradually introduce the topic of age management.

7.2 Action Card Updates

Action ID Card		Owner	D&I project team		
Action Name	Actions Positives				
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"> Actions Positives (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 Project working group 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 Actions Positives Mid-October 2021: Actions Positives kick-off (Webinar) 01 February 2022: Launch of survey September to December 2022: Definition of action fields Action Plan developed and presented to MEGA 2023 onwards: Implementation of updates August to December 2024: Monitoring and evaluation 2024: Certification March 2025: Final report Team <ul style="list-style-type: none"> Task force (members from MEGA and LIST, external consultant) 	<ul style="list-style-type: none"> Action Plan defined and sent to MEGA for approval First Actions developed and implemented Project duration extended by one year due to the impact of the Corona crisis 		
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. 				

Fig.11: "Actions Positives"

Action ID Card		Owner	D&I Project team		
Action Name	IMS Diversity Charter				
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 2022 onwards: Implementation of the updated D&I Action Plan September 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 Monitoring and evaluation from December 2022 onwards 		
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. 				

Fig.12: IMS Diversity Charter



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		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. Promote equal pay. 	<ul style="list-style-type: none"> Ongoing. Project duration is extended to 2025. First outcomes only in May 2023  
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. 	
Implementation		
<ul style="list-style-type: none"> Timeline <ul style="list-style-type: none"> Since February 2020, regular meetings of the working group Project duration scheduled up to the end of 2021 Project duration extended to 2025 because of the impact of the Corona crisis to the group meetings Team <ul style="list-style-type: none"> Representatives from public research institutions (LIST, LISER, LIH, Max Planck Luxembourg), UniLu, FNR 		

Fig.13: National FNR Gender Working 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		Status
Employees	<ul style="list-style-type: none"> Researchers are able to discuss issues that they deem important in an informal setting and can express themselves to HR and decision-makers. 	<ul style="list-style-type: none"> Ongoing.  
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. 	
Implementation		
<ul style="list-style-type: none"> Timeline <ul style="list-style-type: none"> Started February 2020 Regular meetings once a month Team <ul style="list-style-type: none"> ERIN staff Interested researchers from other departments 		

Fig.14: ERIN Gender Working Group

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,...).
Benefits by Stakeholder Group		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.
Implementation		Status	<ul style="list-style-type: none"> Online training plan for all LIST staff developed and implemented D&I Management training will be held in September 2022 D&I training for all employee place
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. 	
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. 	
		Implementation	<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 First half 2022: D&I training offered to all employees 2023: Develop and implement D&I workshops for LIST staff Team <ul style="list-style-type: none"> Learning and Development + D&I project team

Fig.15: Learning and Development D&I

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).
Benefits by Stakeholder Group		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.
Implementation		Status	<ul style="list-style-type: none"> Modification of job offers implemented Check of each job offer with Gender decoder
Employees		<ul style="list-style-type: none"> Equal opportunities and standards for recruitment processes. 	
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. 	
		Implementation	<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 Q1-Q4 2023 onwards: Develop and implement potential changes for the recruitment process (preparation of a catalogue of measures, definition of adequate instruments for the search for female candidates, Q1 2023 onwards: Active search for suitable female candidates for scientific and management positions Team <ul style="list-style-type: none"> Talent & Acquisition team + D&I project team

Fig.16: 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"> 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. 	Action Description	<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. 	Output / Deliverables	<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			
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 2023: Equal Opportunity Branding 2022: Analysis of workspace suitability and identification of positions 2023: Adaptation of infrastructure to offer a barrier free access Q2 2023 – Q4 2025: Participation to FSE funded project "Handi-Perception" lead by IMS Q4 2023: Develop and implement barrier free LIST internet Team <ul style="list-style-type: none"> INFRA, D&I project team Internal working group 	<ul style="list-style-type: none"> Inspection of LIST buildings to detect existing barriers Guidelines written Analysis carried out, fields of action defined Action timeline to be develop 		
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. 				

Fig.17: Work opportunities for persons with special needs


Action ID Card					
Action Name	LGBTIQ+ inclusion	Owner	D&I project team		
Problem / Context	<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. 	Action Description	<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. 	Output / Deliverables	<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			
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 Q2 2023 Implementation of specific LGBTIQ training 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 and 2022 Awareness raising actions during PRIDE week 2022 Training opportunities to be developed together with external partner: 12/2022 		
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. 				

Fig.18: LGBTIQ+ Inclusion in the workplace

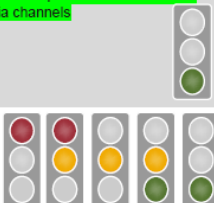
Action ID Card					
Action Name	D&I communication plan	Owner	D&I project team		
Problem / Context	<ul style="list-style-type: none"> Employers can demonstrate awareness and acceptance of a wide range of differences by incorporating the differences and similarities of their employees into their communication strategy. A D&I communication plan can lead to quick results for visibility and a first step for awareness raising. 	Action Description	<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. 	Output / Deliverables	<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		Implementation	Status		
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. 	<ul style="list-style-type: none"> Timeline <ul style="list-style-type: none"> January – March 2021: development of D&I communication plan January – December: Implementation of communication plan Q4 2021 onwards: D&I intranet section Q4 2021 onwards: D&I content on external website and social media Q4 2021 Update Communication plan for 2022 Q4 2022 Update communication plan for 2023 Team <ul style="list-style-type: none"> D&I project team Communications 	<ul style="list-style-type: none"> Intra- and extranet pages online Update of D&I communication plan 2022: Done D&I actions present on LIST social media channels 		
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. 				
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. 				
State & Society	<ul style="list-style-type: none"> Societal values like acceptance and tolerance are promoted and D&I awareness increases. 				

Fig.19: 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"> 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 Women make up around 20% of all management positions Women are underrepresented in high and decision-making positions and over-represented in positions involving routine tasks 	Action Description	<ul style="list-style-type: none"> Embed more active talent management and succession planning across the organization to secure quicker progress towards gender balance Set targets under the D&I strategy to improve gender representation at all levels of the organization. Develop and implement a mentoring programme for young talents Develop tools and measures to have a more balanced gender composition within research and research support departments 	Output / Deliverables	<ul style="list-style-type: none"> A plan for the promotion of women developed and implemented 30% of women in management positions in 2025 Gender composition of research departments and research support departments is noticeably balanced
Benefits by Stakeholder Group		Implementation	Status		
Employees	<ul style="list-style-type: none"> Benefit from specific actions Experience more equal working conditions. Have the possibility to advance in their career Promote gender balance in decision-making. Ensure equal pay 	<ul style="list-style-type: none"> Timeline <ul style="list-style-type: none"> Q3 2022 – Q4 2023: Identification of potential (female) management staff Q4 2022 – Q3 2023: Develop a training plan for highly qualified female employees to increase the number of women in decision-making positions. Q4 2023 – Q3 2024: Develop and implement a mentoring program for young talents Team <ul style="list-style-type: none"> Project working group Talent & Acquisition team + D&I project team HR Projects team 	<ul style="list-style-type: none"> Training on gender biases for managers Identification of high performer done for 2 departments 		
Management	<ul style="list-style-type: none"> Tools to detect and promote talents Tools for a balanced promotion of team member independent from their gender 				
LIST	<ul style="list-style-type: none"> Better use of diverse workforce, attract and retain talent, and employer branding. 				

Fig.20: Equal opportunities in promotion