IIASA Gender Equality Plan

Advancing gender equality –
A roadmap for progress

**International Institute for
Applied Systems Analysis**

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The International Institute for Applied Systems Analysis (IIASA)
is an independent, international research institute with National
and Regional Member Organizations in Africa, the Americas, Asia,
and Europe. Through its research programs and initiatives, the
institute conducts policy-oriented research into issues that are
too large or complex to be solved by asingle country or academic
discipline. This includes pressing concernsthat affect the future of
all of humanity, such as climate change, energy security, population
aging, and sustainable development. The results of IIASA
research and the expertise of its researchers are made available to
policymakers in countries around the world to help them produce
effective, science-based policies that will enable them to face
these challenges.

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1. Preface

IIASA is an international research institute and global leader in applied systems analysis focusing on integrated solutions and policy insights to current, emerging, and new global sustainability challenges, threats, and opportunities. Research results are made available to policymakers around the world to address issues that affect the future of all humanity, such as climate change, energy security, population aging, and sustainable development.

With more than 20 national and regional member organizations around the world, IIASA has always been in an excellent position to not only embrace diversity in its research activities, but also to structurally embed diversity in the organization by living it in everyday life at the institute and celebrating it together through social and cultural events that are highly valued by its staff.

The IIASA Gender Equality Plan (GEP) can draw on considerable existing knowledge, expertise, and commitment:

- The IIASA People Strategy aims to strengthen the culture of engagement and well-being by focusing on the ASPIRE[1] values. Other objectives of the People Strategy are also in line with the recommendations given by the European Commission in the „Horizon Europe - Work Programme 2021-2022 13 General Annexes [2]" for the development of a Gender Equality Plan. Among others, it focuses on „managing talent across IIASA" or „developing our staff to fulfill their potential and meet their career aspirations".

- The IIASA Women in Science Club (WISC), established in 2017, is a bottom-up initiative supported by a network of dedicated staff. It aims to build and support a network of women connected to science through open and sensitive discussions on gender-relevant topics and concrete action. These include organizing gender-related seminars and supporting members during their career. Over the years, WISC has built a very high level of gender expertise in the intersectional interconnectedness of IIASA staff, that helps to further support the development and implementation of the GEP.

1 Accountability, Social Equity, People Centered, Integrity, Respect, Excellence
2 https://ec.europa.eu/info/funding-tenders/opportunities/docs/2021-2027/horizon/wp-call/2021-2022/wp-13-general-annexes_horizon-2021-2022_en.pdf

- Research Groups within IIASA programs contribute to the integration of gender equality in research, both at the organizational level, and in terms of research content. The focus is on addressing gender issues in science with the aim to identify, analyze and promote innovative social and institutional solutions for human development that leave no one behind.

- The GEP is based on a clear commitment by the IIASA management, which is essential to promote gender equality at the institute: "*With the Gender Equality Plan, IIASA commits itself to gender equality and to ensuring development opportunities that match the competences and qualifications of its staff*". It is therefore of particular importance for IIASA to promote a working environment in which all genders can contribute and develop equally.

- Furthermore, the IIASA Code of Conduct sets clear directives for the staff involved in the institute's activities and, together with the Dispute Resolution Policy and Procedures provides a framework to prevent and address all forms of discrimination.

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2. GEP Development

The GEP was developed through a participatory process, conducted by an external organization and involving a large number of representatives from various functions and levels of the institute. This approach is based on the directives of the European Commission and therefore included the following process-related requirements and recommended areas[3] (pp. 5-6).

MANDATORY REQUIREMENTS

I. Publication: A formal document published on the institution's website and signed by the top management

II. Dedicated resources: Commitment of resources and expertise in gender equality to implement the plan

III. Data collection and monitoring: Sex/gender disaggregated data on personnel and annual reporting based on indicators

IV. Training: Awareness raising/training on gender equality and unconscious gender biases for staff and decision-makers

RECOMMENDED AREAS

a. Work-life balance and organizational culture

b. Gender balance in leadership and decision-making

c. Gender equality in recruitment and career progression

d. Integration of the gender dimension into research and teaching content

e. Measures against gender-based violence, including sexual harassment

Table 1: EC requirements and recommended areas for Gender Equality Plans

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3 https://ec.europa.eu/info/funding-tenders/opportunities/docs/2021-2027/horizon/wp-call/2021-2022/wp-13-general-annexes_horizon-2021-2022_en.pdf

The representative selection of the interview partners and the evaluation of the interviews through qualitative content analysis[4] ensured the validity of the results of the GEP presented below. The feedback rounds, in which the interview partners were involved, the weighting of the planned measures, and the inclusion of IIASA's current activities support their anchoring in the institute.

3. General Conditions

3.1 Responsibilities

Ensuring gender equality is a collective endeavor at IIASA. It is the responsibility of all staff members to:

- actively contribute and work together in upholding social equity as a core value of the institute by fostering an inclusive and supportive work environment for open dialogue and gender equality,

- familiarize with the content and the goals of the GEP to gain a deeper understanding of gender-related issues and the importance of promoting equality, and

- participate in training and initiatives related to gender equality.

Management responsibility for gender equality at IIASA lies with the Executive, represented by the Director General, Deputy Director General for Science and Chief Operations Officer.

Subsequently the IIASA supervisors, as the institute's representatives, have a special responsibility to establish equality in their areas, in their function as role models and in their scope of action and work. By demonstrating inclusive practices, fair decision-making, and equitable treatment they can inspire others to follow.

IIASA staff members, leaders and supervisors are supported by the Gender Equality Officer and the IIASA Forum for Gender Equality and Inclusion.

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3.2 IIASA Forum for Gender Equality and Inclusion and Gender Equality Officer

The IIASA Forum for Gender Equality and Inclusion serves as a platform for consultation, dialogue, learning and advocacy on gender and inclusion issues, and for driving positive change within the institute and beyond. Measure 4.7 outlines the establishment of the Forum with its terms of reference.

The Gender Equality Officer serves as the Chair of the Forum and together they facilitate, implement, and monitor the GEP to achieve the next level in consecutive reporting years.

They should carry out the following tasks:

a. Advise and inform the management on progress and gaps around gender equality issues.

b. Overview and support the implementation of the measures, ensure continuous monitoring.

c. Compile information and data on progress and results of the measures, identify and suggest new targets/ measures, if necessary.

d. Call and convene at least one annual meeting of the Forum for Gender Equality and Inclusion to create an open and inclusive space for reflection and discussion on equality issues, targets and measures.

e. Draw up annual gender equality report including findings from the Forum.

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The Gender Equality Officer shall not face any disadvantage during the performance of this function and/or after leaving the function. The assigned person shall be provided with all information necessary for the accomplishment of the above mentioned tasks in accordance with legal provisions. The Gender Equality Officer is required to maintain the confidentiality of sensitive information.

3.3 Data Monitoring and Indicators

Gender disaggregated and anonymized data (including data of non-binary individuals) will be collected as described in chapter 2 (mandatory requirements I to IV and recommended areas A to E) in order to accompany and support the measures as described in chapter 4 and to provide further information on the status quo of gender equality at IIASA, potentially leading to further measures in subsequent reporting periods.

a. Gender representation at management levels (B); representation across all functions and levels, staff and job categories (III)

b. Gender representation in project leads (PI), including project volume, and gender representation in publications (B)

c. Gender representation of employees taking part in IIASA career development activities (B)

d. Gender representation at IIASA events and panels including gender composition of participants, organizers and speakers (III)

e. Number of female and non-binary R1 and R2 researchers taking part in the IIASA mentoring program (C)

f. Mean salary by gender, age, function, years of service, and employment type (C)

g. Other remuneration (bonuses, allowances) and professional training by gender and function (C)

h. Parental leave by gender; duration, and return (A)

i. Leave days taken by gender; leave type, and number of days (A)

j. Recruitment data (number of female and male applicants for different levels and functions during different interview stages, the outcome) (C)

k. Data on career progression (number of IIASA scientists - f*m - reaching the next level in their careers, average time for reclassification) (C)

l. Number of projects where IIASA involvement explicitly includes gender dimension in their research topic (D)

m. Number of reported and solved incidents of discrimination, sexism, and sexual harassment (E)

n. Number of workshops organized by IIASA in terms of capacity building (IV) and gender representation of participants

The interpretation of the monitoring results must be as objective as possible, bearing in mind that the data are descriptive and do not imply any causal effects. The origin and completeness of the data must be explicitly described in the Gender Equality Report in order to avoid possible bias and misinterpretation.

3.4 Gender Equality Report

An annual Gender Equality Report is prepared by the Gender Equality Officer and published on the IIASA website by 31 May of each year. It is based on the data of the respective previous year.

The Gender Equality Report is a summary of the critical evaluation of monitoring results, lessons learned and recommended measures and improvements for the next reporting period. It provides an overview of the progress made in gender equality initiatives, highlights areas of success, and identifies issues that require further attention.

4. Measures

The following are the measures that IIASA intends to take to promote gender equality during the first two reporting periods. It is important to emphasize that these are to be seen in combination with the monitoring indicators and thus form a package of measures to be applied at different levels of the institute. Thus, the measures complement each other and will be further adjusted in the course of the performance evaluation in the annual reports, or whenever a specific indicator recommends the implementation of another measure.

4.1 Monitoring Data

Related to	Data collection and monitoring (III) and chapter 3.1 Data monitoring/indicators
Aim	Build up a valid and reliable gender disaggregated data basis
Target Group	IIASA Employees
Responsibility	Gender Equality Officer and HR
Timeframe	By 31 December 2023
Activity	Validate existing indicators and develop new indicators

Background and Description

An essential task of the present GEP is to provide a solid basis for the 14 indicators defined in Chapter 3.3 to analyze the status quo of gender equality and its changes over time.

This means first and foremost that the existing indicators will be reviewed for their internal coherence and suitability for the collection, monitoring, and analysis of gender equality at IIASA. Furthermore, it will be considered how to collect indicators that have not been mapped yet. The aim is to create a valid data basis that, on the one hand accompanies the measures and, on the other hand, identifies new measures as well as specific achievements.

4.2 Gender Awareness Training

Related to	Work-life balance and Organizational Culture (A), Leadership and Decision Making (B), Recruiting and Career Progression (C), Integration of gender dimension into research (D)
Aim	Improve awareness of (unconscious) gender biases and enhance competencies and understanding to actively prevent discrimination related to gender equality
Target Group	All IIASA employees
Responsibility	Gender Equality Officer, HR
Timeframe	By 31 December 2024
Activity	Organize and conduct three target group-oriented workshops/ trainings

Background and Description

Awareness of gender inequality and knowledge of gender issues among management and the workforce are key to initiating sustainable and structural change toward gender equality. Gender training is essential to support this. The scope of gender training therefore ranges from raising basic awareness and gender sensitivity to strengthening people's knowledge and skills in dealing with gender equality issues (i.e., capacity building). Overall, gender training aims to support and ensure a gender-sensitive and inclusive organizational culture and an equitable work environment.

It is important to tailor these training as the needs and requirements of each target group will be different. Therefore, IIASA is developing a tailor-made and target group-oriented gender training program.

a. The "Gender Bias Workshop" helps decision makers to reflect hidden and unconscious gender biases (in science in particular) to ensure a discrimination-free environment.

b. An "Unconscious Bias Workshop" addresses staff involved in recruitment and career advancement decisions, to improve recruitment procedures and achieve a more balanced staff representation.

c. Finally, a "Privilege Awareness Workshop" is offered to all IIASA employees to initiate an informed discourse on different social, cultural, and educational staff backgrounds and the related effects on career perspectives (with a focus on the scientific setting).

4.3 Career Development and Mentoring for Scientists

Related to	Recruiting and Career Progression (C)
Aim	Empower female and non-binary scientists to reach their next career step
Target Group	Female and non-binary scientists R1 to R3 level
Responsibility	Gender Equality Officer, IIASA supervisors, and CDAT
Timeframe	By 31 December 2024
Activity	Development and implementation of career development initiatives for female and non-binary early-and mid-career scientists and its promotion at IIASA

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Background and Description

It is of great importance for IIASA to counteract the well-known leaky pipeline effect of losing female and non-binary scientists at higher ranks. Therefore, career development programs are focusing on the career progression of early researchers (R1), who wish to take the next career step (R2), and on mid-career research scholars who wish to advance to the R3 or R4 levels.

To begin with, IIASA leaders and supervisors play a critical role in supporting the development and career progression of their employees. Not only by establishing clear goals and expectations and providing feedback and support throughout the IIASA performance and development review (PD&R) cycle, but also by encouraging development and supporting individuals in preparing for and reaching their next research career level. This responsibility requires more attention to existing PD&R training for supervisors.

Mentoring can also be an effective method for career progression and development of personal competencies. The establishment of an official mentoring program will be evaluated and based on the already existing program developed on an informal level by WISC as well as on the relevant IIASA policies[5,6].

4.4 Recruiting of Mid-Career Scientists

Related to	Recruiting and Career Progression (C)
Aim	Enhance the number of female and non-binary mid-career scientists
Target Group	Female and non-binary scientists on R2, R3 or R4 levels
Responsibility	HR, CDAT and CER
Timeframe	By 31 December 2024
Activity	Adapt and enhance recruitment strategies, refine presentation on the IIASA website

Background and Description

This measure supports measure 4.2 and contributes to the recruitment policy and procedures in place at IIASA. IIASA strives to increase the number of female and non-binary research staff where appropriate to address gender equality matters. The recruitment procedures make it clear that vacancy announcements include a statement promoting equality, diversity, and inclusion, and ensure that announcements for research staff and software professionals are communicated to all National and Regional Member Organizations.

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5 IIASA Policy on Adapted Profiles of the European Framework for Research Careers
6 Procedures: Recognition of Researchers Link

Establishing gender balanced panels and committees will further enhance recruitment activities to proactively target female and non-binary scientists. Applicants for supervisory roles at IIASA will be asked to provide a statement on their contributions to gender equality and their plans for advancing diversity, equity and inclusion.

An organization's website is the first source of information for people who want to apply for a position. The IIASA website is therefore a perfect tool to demonstrate that IIASA strives to foster an inclusive workplace culture that welcomes and supports individuals from all backgrounds. The aim is to create a more gender-balanced and equitable environment, particularly for marginalized groups. These values and principles need to be better demonstrated on the IIASA website through the presentation of social events, sharing scientific achievements, more information about family benefits and employment opportunities for dependents like the dual career service. Continuing the effort of utilizing diverse imagery further promotes inclusivity and reflects the rich diversity within the institute.

4.5 Enhance Gender Balance in IIASA Leadership Environment

Related to	Leadership and Decision Making (B)
Aim	Identify measures to improve gender balance in leadership positions
Target Group	Female and non-binary employees who are considered to take over a leadership function or research project lead (PI)
Responsibility	Gender Equality Officer and HR
Timeframe	By 31 December 2024
Activity	Identify and promote initiatives to improve gender balance in leadership positions at IIASA

Background and Description

The under-representation of women and other marginalized groups continues to be significant not only in senior academic positions (see 4.1) but also in leadership and/or decision-making positions. We are talking about the glass ceiling, an invisible barrier formed by societal norms and unconscious bias that constrain the equal advancement of women and other marginalized groups into management or leadership positions. Recognizing this, IIASA strives to increase the number of women and non-binary individuals in leadership and executive positions. In addition to other initiatives to support gender balance in leadership such as continuous evaluation of policies and practices to address gender biases (measure 4.6), fostering a culture of inclusivity through bias training (measure 4.2) and expanding and strengthening mentorship programs (measure 4.3), individuals who are considered to take over a leadership function or a research project (as Principle Investigator) have the choice to receive additional support such as individual coaching.

In addition, IIASA will evaluate options for shared leadership. The main idea of shared leadership is to emphasize the collective leadership power of the group over the individual leadership power and authority of a single leader. Shared leadership can support better work-life balance which can particularly benefit individuals who may face caregiving responsibilities.

This approach is thus increasingly gaining attention, and studies suggest that this collaborative understanding of leadership contributes to a more balanced and inclusive leadership environment.

4.6 Gender Perspective in Policies and Procedures

Related to	Work-life balance and Organizational Culture (A), Leadership and Decision Making (B), Recruiting and Career Progression (C)
Aim	Ensure that gender equality is effectively integrated into IIASA policies and procedures
Target Group	All IIASA staff
Responsibility	Gender Equality Officer, COO, HR
Timeframe	By 31 December 2024
Activity	Review and update current policies and procedures to ensure gender perspective/impact

Background and Description

IIASA is not only committed to promoting diversity but also strives to ensure that policies and procedures are designed to be inclusive and equitable.

Adding the gender dimension to policies and procedures ensures that gender equality is effectively integrated into the institute's policies and practices. By doing so, IIASA ensures that every individual has equal access to information and opportunities, that gender-based discrimination and bias are addressed, that gender-specific needs and experiences are considered, and that accountability and monitoring mechanisms are in place to ensure progress towards gender equality.

In 2023, special focus lies on two major projects related to compensation and benefits:

- Review of the IIASA compensation and benefits framework to update it to the latest competitive standards in a new transparent policy. Currently the topics which are usually covered by a compensation & benefits policy are spread over various sources (i.e., Staff Rules & Regulations, IIASA HUB). The information on these sources will be transferred and replaced by a new compensation & benefits policy outlining the IIASA compensation structure (e.g., merit increase, bonus) and available benefits.

- The positioning/job levelling project aims to create a clear understanding of the roles, responsibilities, and requirements of administrative jobs at IIASA. The goal is to standardize job requirements, levels, and salary scales, and to ensure that all job descriptions are consistent, fair, and transparent. The job position plan helps to identify unbalanced workloads and gaps in the workforce within departments and units and is essential for attracting and retaining talent, promoting fairness and transparency, and ensuring that the right people are in the right position.

4.7 IIASA Forum for Gender Equality and Inclusion

Related to	Dedicated resources: Commitment of resources and expertise in gender equality (II), all recommended areas (A-E) of the European Commission for the development of gender equality plans
Aim	Establish a formal forum to ensure commitment of resources and expertise for matters of gender equality and inclusion within the institute
Target Group	All IIASA staff
Responsibility	Gender Equality Officer, Executive, HR
Timeframe	By 31 March 2024
Activity	Establish Forum for Gender Equality and Inclusion, define Stakeholders and Terms of Reference

Background and Description

IIASA, acknowledging the strength of its diverse staff, is committed to promoting gender equality and inclusion by taking a comprehensive and participatory approach. In addition to appointing a dedicated Gender Equality Officer, it recognizes the importance of engaging stakeholders from various levels and disciplines to collectively shape our strategies for advancing gender equality and inclusion.

As part of its commitment, IIASA will establish a forum for gender equality and inclusion with the Gender Equality Officer chairing the forum. This platform will facilitate annual reviews to assess the effectiveness and impact of the measures and the achieved outcomes, and will also open discussions, knowledge-sharing, and collaboration among IIASA stakeholders from various backgrounds. Furthermore, IIASA recognizes the need to progress from equality to equity. In the upcoming years, IIASA will intensify efforts to ensure that not only are equal opportunities provided, but also that systemic barriers are addressed, and equitable outcomes are achieved. This includes fostering an environment where everyone has access to resources, support, and opportunities to thrive, regardless of their gender or background.

5. Validity and Continuous Progress

The IIASA Gender Equality Plan enters into force on 1 July 2023 and replaces the equivalent in place since 1 November 2022. It will undergo regular revisions to ensure continuous development and effectiveness.

The IIASA Executive endorses the Gender Equality Plan and signs in full support, ensuring its validity and ongoing progress:

Albert S. van Jaarsveld	**Wolfgang Lutz**	**Christiane Pohn-Hufnagl**
Director General	Interim Deputy Director General for Science	Chief Operations Officer