



IIASA Gender Equality Report 2024

Advancing gender equality –
A roadmap for progress




International Institute for
Applied Systems Analysis




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 a single country or academic discipline. This includes pressing concerns that 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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Foreword by the IIASA Executives

At IIASA, we are deeply committed to advancing gender equality, not only because it is the right thing to do, but because diversity in all its forms drives scientific excellence, innovation, and global relevance. We are proud to present the Institute's second Gender Equality Report, which reflects the progress we have made – and the challenges that still lie ahead – as we work toward a more inclusive and equitable workplace.

Over the past year, we have taken meaningful steps to embed gender equity across the Institute. From expanding inclusive recruitment practices to enhancing support for work-life balance, and from launching a Diversity, Equity, and Inclusion (DEI) training program to addressing pay gaps through ongoing audits, IIASA continues to move forward with intention and purpose. Importantly, we have also begun to explore how a gender dimension can be more effectively integrated into our research – an essential step if our science is to truly reflect and serve the complexity of the world.

While we celebrate the progress captured in this report, we also recognize where more effort is needed. Women remain underrepresented in research leadership roles, and further action is required to ensure equitable career progression, eliminate gender-based disparities, and build a culture where everyone feels empowered to thrive.

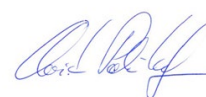
Let us continue to lead by example, ensuring that gender equality remains central to our mission of shaping a sustainable future.



**Hans Joachim
Schellnhuber**
Director General



Karen Lips
Deputy Director
General



Christiane Pohn-Hufnagl
Chief Operations Officer

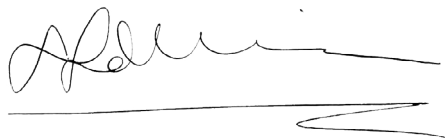
Acknowledgments

IIASA's commitment to strengthening gender equality has remained steadfast. Women scientists have been appointed as research group leaders and as Deputy Director General, marking an important step forward. A significant milestone in the past year has been the growing recognition of our scientists on the global stage. Many IIASA researchers, particularly women, have been acknowledged for their contributions through prestigious awards, leadership positions, and invitations to speak at high-profile scientific forums. This recognition underscores the Institute's role in promoting excellence and the advancement of gender equality in science.

While the progress made in 2024 is a step in the right direction, IIASA must not become complacent. The journey toward gender equality is ongoing, and sustained commitment from leadership, employees, and stakeholders is crucial to achieving a truly equitable and inclusive environment.

I would like to express my deep appreciation to all those who contributed to producing this report. My sincere thanks go to colleagues in Administrative Management Applications, Human Resources, Library and Knowledge Resources, and to the Process, Quality and Sustainability Manager, for their invaluable support in data collection. I also greatly appreciate the efforts of the Communication Department for their meticulous work in editing and designing this report. A special acknowledgment goes to Jesus Crespo Cuaresma for once again providing the gender pay gap analysis, a vital contribution to our work. Most importantly, I am grateful for the insights from the IIASA Forum on Gender Equality and Inclusion and the unwavering support of the IIASA Executive Team in bringing this report to completion.

Together, we continue to make meaningful strides toward a more inclusive and equitable future at IIASA.



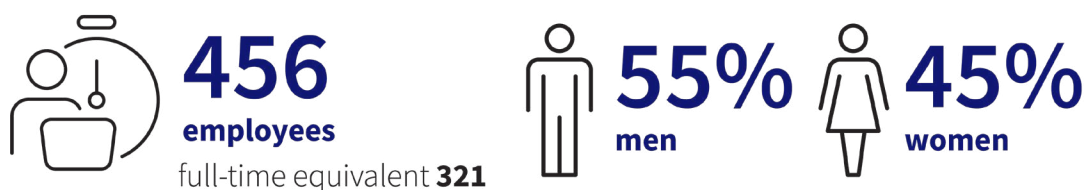
Anastasia Aldelina Lijadi
IIASA Gender Equality Officer

Introduction

The International Institute for Applied Systems Analysis (IIASA) is a multilateral research entity that advances systems analysis and conducts policy-oriented research into issues that are too large or complex to be solved by a single country or academic discipline. Founded in 1972 to promote East-West scientific cooperation during the Cold War, IIASA has contributed to over five decades of work on pressing global issues with 19 member organizations in Africa, the Americas, Asia, and Europe. IIASA has been serving as a neutral meeting place for scientists and policymakers from different political systems, ideologies, cultures, and disciplines. Based on its international credibility, neutrality, and the application of an integrated systems approach, IIASA offers unique assistance in building bridges between countries and stakeholders in the pursuit of sustainable development and in informing international negotiations on global change. This includes pressing concerns that affect the future of all of humanity and sustainable development.

IIASA is dedicated to fostering equity, diversity, and inclusion across its workforce and operations. All employees are expected to actively uphold social equity as a fundamental value of the Institute. This commitment involves ensuring fairness and justice by cultivating a supportive workplace that encourages open dialogue, gender equality, and inclusivity.

To support these goals, staff members are encouraged to familiarize themselves with the IIASA Gender Equality Plan, which provides insights into gender-related issues and the importance of promoting equality. Employees are also expected to engage in training and initiatives related to gender equality.



As of 2024, IIASA employs 456 individuals (including internships) from more than 50 countries. In the second half of 2024, the Institute launched an online Diversity, Equity, and Inclusion Training platform, and by the end of the year almost 70% of employees had completed the training. Despite this significant achievement, IIASA still needs further efforts to improve participation and awareness.

This is the second Gender Equality Report from IIASA, aligned with the IIASA Strategy 2021-2030. The report is divided into five sections: gender balance in leadership and decision making, gender equality in recruitment and career progression, work-life balance and organizational culture, integration of the gender dimension into research, and measures against gender-based violence. Every section is tailored to meet the gender equality indicators outlined in the IIASA Gender Equality Plan.

1. Gender balance in leadership and decision making

1.1 Gender representation at management level

As per the IIASA Strategy 2021-2030, IIASA has reconfigured its broad overall research programs into six major research programs. The programs on Advancing Systems Analysis (ASA), Biodiversity and Natural Resources (BNR), Energy, Climate, and Environment (ECE), and Population and Just Societies (POPJUS), all build on important research traditions at IIASA. Aligned with the IIASA Research Plan 2021-2024, each program has established several research groups that can be more agile and responsive to emerging research needs within the broader program context. The program on Economic Frontiers is a new addition, while the Strategic Initiatives Program, a further innovation, is responsive to bottom-up proposals by IIASA staff and our Member Organizations for prioritizing cross-cutting studies of high policy relevance. Program Director and Research Group Leader appointments have five- and four-year terms respectively, with the possibility of a one-time reappointment, to allow opportunities for other colleagues to serve in a management position.

On the professional and operational sides, IIASA appointed three executives: Director General, Deputy Director General, and Chief Operations Officer, as well as various head of departments and units, including: Head of Communications and External Relations, Head of Finance and Grants Management, Head of Human Resources, Head of Facilities Management, Head of Information and Communication Technologies, Dean for Capacity Development and Academic Training, Head of Library and Knowledge Resources, and several middle managers.

Table 1: Leadership positions by gender

Title	2024			2023		
	Men	Women	Total	Men	Women	Total
Executive (DG, Deputy DG, COO)	1	2	3	2	1	3
Program Director	4*	2*	6*	4*	2*	6*
Research Group Leader	13	4	17	12	3	15
Head of Department	4	1	5	4	1	5
Head of Unit		1	1		1	1
Dean, Capacity Development & Academic Training	1		1	1		1
Middle Management (Deputy and Managers)	1	3	4	1	2	3
Total	24	13	37	24	10	34
Percentage by gender	65%	35%		71%	29%	

* One man and one woman fulfill dual roles as both Program Director and Research Group Leader.

IIASA underwent numerous transformations throughout 2024. These changes brought several new faces to the leadership team and resulted in an improvement in the gender representation in the Institute's leadership. Notable developments included the appointment of Karen R. Lips as Deputy

Director General, as well as one female and one male scientist as research group leaders. For a broader perspective on IIASA's leadership, middle management positions have also been included to illustrate the larger leadership hierarchy within the organization. A middle manager supervises lower-level employees while also reporting to senior executives or upper management. While there has been some progress compared to 2023, as per Table 1, in 2024, women remained underrepresented in key positions at IIASA, and men continued to hold the majority of key positions, accounting for 65%.

1.2 Gender representation across profiles and grades

In line with the IIASA Research Strategy 2021–2030 and the IIASA Research Plan 2021-2024, a new process for recognizing scientific employees was introduced in 2021 under the IIASA Policy on Adapted Profiles of the European Framework for Research Careers. This policy, based on the European Framework of Research Careers, evaluates the development of researchers by assessing their demonstrated competencies, skills, capabilities, achievements, and contributions.

The European Framework of Research Careers outlines four broad profiles reflecting a researcher's career development, which have been adapted for use at IIASA as follows: Researcher (R1), Research Scholar (R2), Senior Research Scholar (R3), and Principal Research Scholar (R4). In addition, IIASA recognizes software professionals under three categories: Research Software Developer (S1), Senior Research Software Developer (S2), and Research Software Engineer (S3).

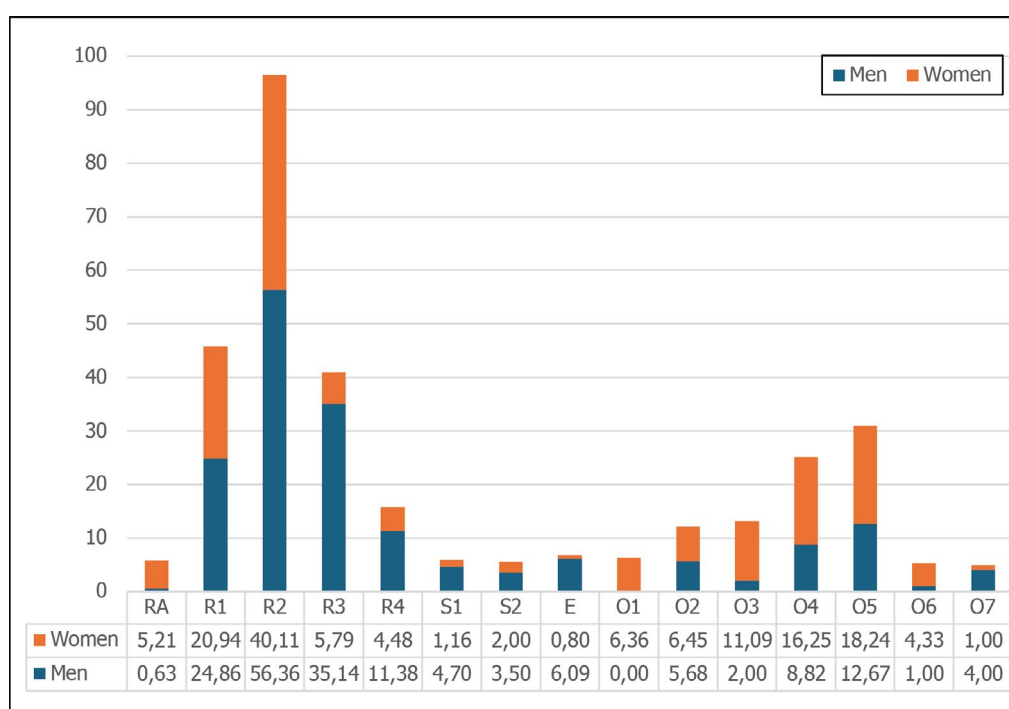
In 2023, IIASA also implemented a new grading system for its operational employees, ranging from O1 to O7, as outlined in the Grades of Operational Positions Policy. This achievement resulted from a collaborative effort, incorporating valuable feedback and extensive consultations with department heads, unit leads, and program directors. The new Grading Policy marks a significant advancement, serving as a critical framework to support various human resources processes across the Institute. It encompasses all operational roles, including positions within administrative departments and units, non-scientific roles in research groups and programs, and non-executive staff within the Directorate. The grade represents the classification of a position and corresponds to a distinct level of responsibility associated with a particular position.

By the end of 2024, IIASA had a total of 456 employees excluding executives, comprising of 238 men and 218 women. In full time equivalent (FTE), IIASA has 321.04 FTE, which comprises 176.83 FTE for male- and 144.21 FTE for female employees, excluding internships. The overall gender composition per FTE remained consistent: 55% men, 45% women (compared with 2023: 56% men, 44% women). The overall gender representation improved marginally overall, but there is still notable male dominance in leadership and senior scientific roles (e.g., Senior Research Scholar (R3), Principal Research Scholar (R4), and O7).

Table 2: Gender representation of research profiles and operational employees

Profile/Grade	2024 (FTE)		2023 (FTE)	
	% Men	% Women	% Men	% Women
Research Assistant	10%	90%	31%	69%
Researcher (R1)	54%	46%	52%	48%
Research Scholar (R2)	58%	42%	64%	36%
Senior Research Scholar (R3)	86%	14%	90%	10%
Principle Research Scholar (R4)	72%	28%	74%	26%
Software Programmer (S1)	80%	20%	85%	15%
Software Developer (S2)	63%	37%		
Emeritus and Senior Advisor (E)	88%	12%	85%	15%
Total scientific employees (FTE)	64%	36%	66%	34%
O1	0	100%	8%	92%
O2	47%	53%	37%	63%
O3	16%	84%	12%	88%
O4	35%	65%	43%	57%
O5	41%	59%	41%	59%
O6	18%	82%	14%	86%
O7	80%	20%	80%	20%
Total operational employees (FTE)	35%	65%	33%	67%
Total IIASA employees (FTE)	55%	45%	56%	44%

Figure 1. IIASA employees in 2024 by full time equivalent (FTE).



Scientific employees

- IIASA's research employees comprise a total of 223.15 FTE, which represents 69.51% of the total IIASA employees.
- Overall, 64% of scientific positions are held by men. Women are notably underrepresented in the Senior Research Scholar (R3) role, holding only 14% of these positions.
- Women made noticeable gains as Research Assistants, Research Scholars (R2), and Senior Research Scholars (R3), contributing to the overall increase in women among scientific employees.
- IIASA has the highest number of FTE employees at the R2 level, totaling 96.47 FTE, which represents 43% of the scientific workforce and 30% of the overall IIASA staff. Of this total, 56.36 FTE are male scientists, and 40.11 FTE are female scientists. It is therefore recommended that IIASA's executive leadership prioritize enhancing the research environment and enabling optimal working conditions to ensure that colleagues at the R2 level can perform at their best. Additionally, it is proposed that leaders and supervisors take a more active role in fostering career development opportunities that will help ensure more women have the opportunity to be recognized at higher profiles.

Operational employees:

- IIASA's operational staff comprises a total of 97.89 FTE, which represents 30.49% of the total number of IIASA employees.
- 65% of operational staff positions are held by women, a slight decrease from 67% in 2023.
- Women represent a majority in operational roles from O1 to O6. However, at the highest grade of O7, this trend is reversed, highlighting that leadership positions among operational staff are still predominantly held by men.

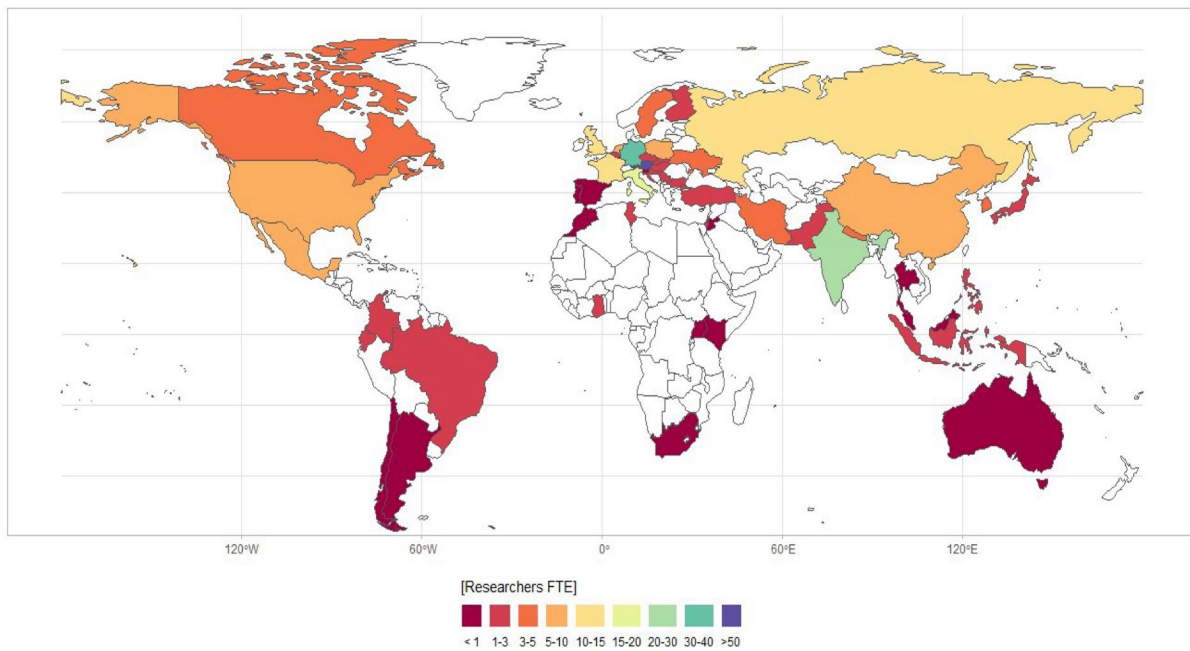
1.3 Diversity among IIASA scientists

Diversity in science, including amplifying voices from the Global South¹, is vital for fostering innovation, equity, and relevance in addressing global challenges. Embracing diverse perspectives ensures research captures a broader range of societal needs and integrates local knowledge and solutions into global efforts.

As shown in Figure 1, IIASA has 223.15 full-time equivalent (FTE) scientific staff, which includes 142.66 FTE men and 80.49 FTE women from 60 countries, with the ten largest national groups presented by Austria (25%), Germany (16%), India (9%), Italy (8.5%), and a very close tie between Russia and the UK (5%), followed by France, Netherlands, China and the USA (each around 4%). As a diverse community, IIASA exemplifies how inclusivity strengthens the ability to tackle complex issues like climate change, health crises, and sustainable development on a truly global scale.

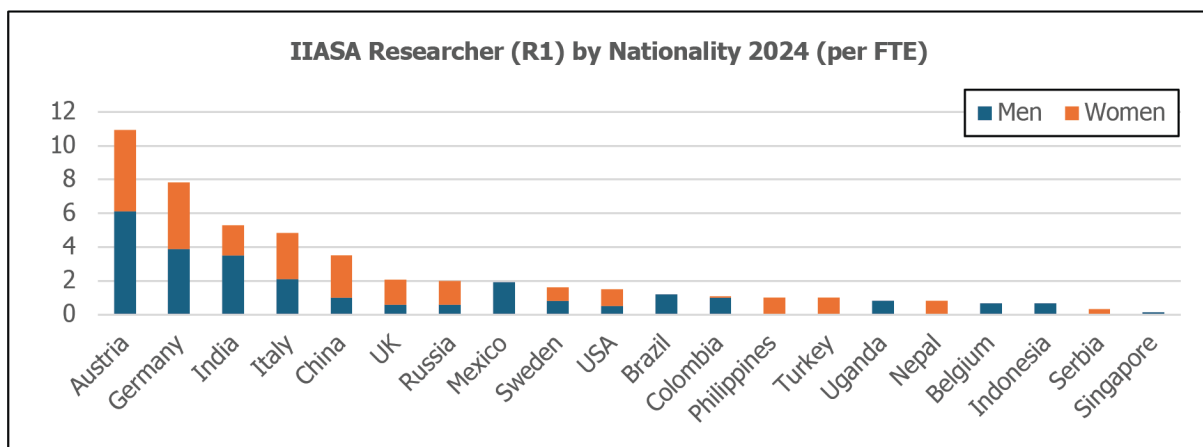
¹ We define the term *Global South* as: countries that are generally low- to middle-income and are located primarily in Africa, Latin America, Asia, and Oceania.

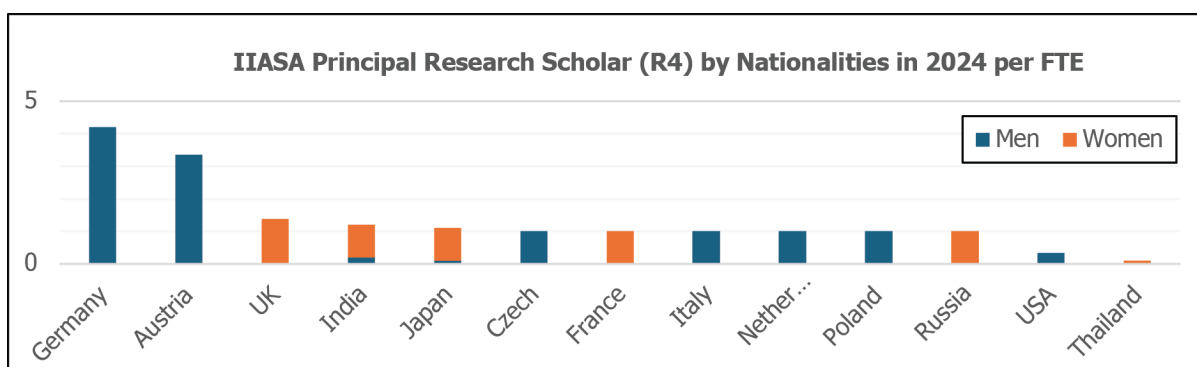
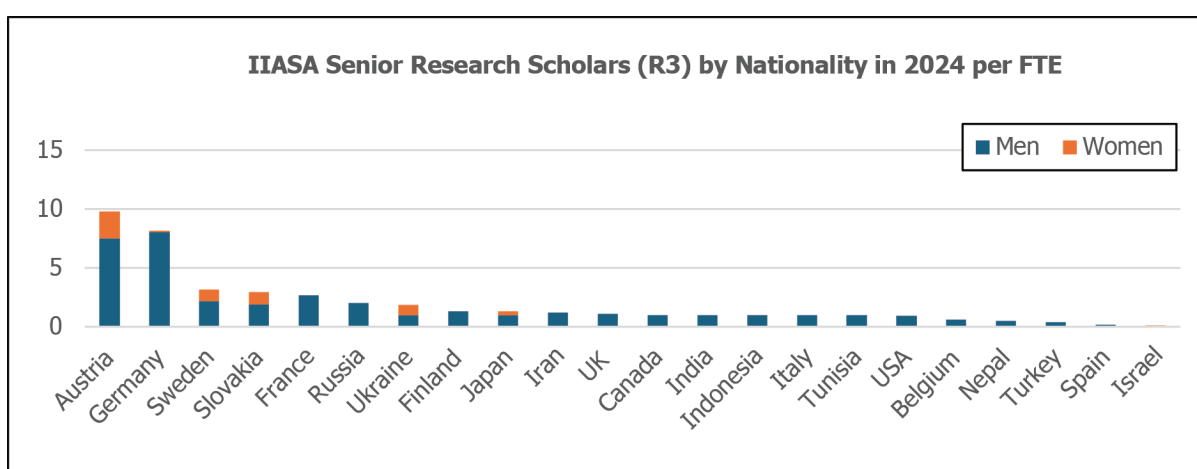
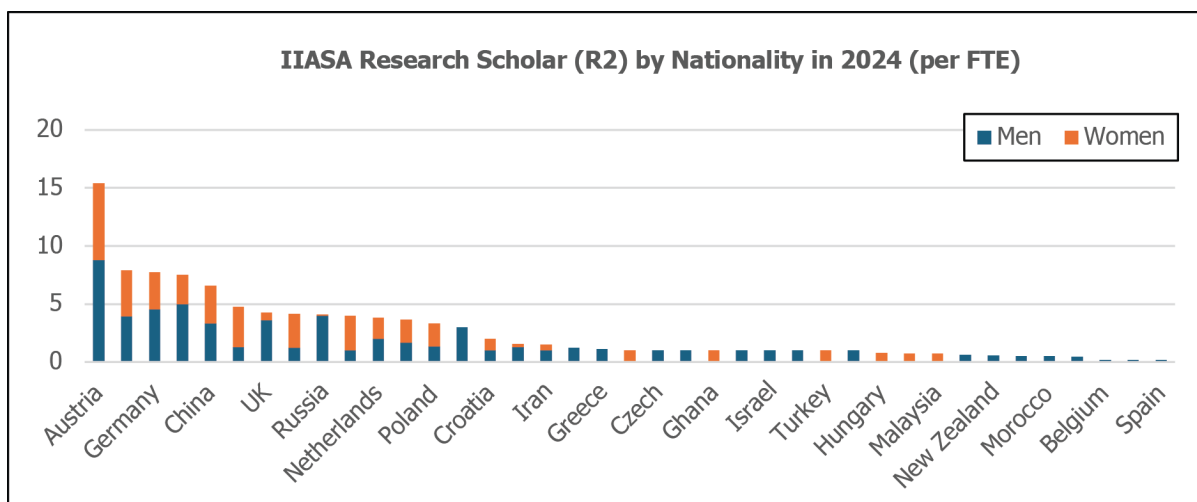
Figure 2. IIASA research profiles by nationality in 2024 per FTE.



In Figure 3 below, the nationalities and FTE distribution of IIASA researchers across research profiles (R1 to R4) are presented. The data highlights a significant dominance of European staff and consequently an underrepresentation of individuals from the Global South across all profiles apart from India and China. In the R1 profile, the nationalities most represented are Austria, Germany, India, and Italy; while for R2, the most common nationalities are Austrian, followed by a tie between India and Germany; next are Italy, then China and France, and finally another tie among the UK, USA, and Russia. For R3, representation is again dominated by European countries, with Austria, Germany, Sweden, Slovakia, and France having the highest numbers. Similarly, in R4, the most prominent nationalities are Germany, followed by Austria and the United Kingdom. This pattern underscores the pressing need for increased inclusion of researchers from the Global South in IIASA’s research profiles to promote diverse perspectives and a more equitable global representation in scientific contributions.

Figure 3. IIASA researchers from R1-R4 by nationalities in 2024 per FTE.





1.4 Gender pay gap

The gender pay gap refers to the difference in average earnings between men and women expressed as a percentage, reflecting how much less women earn on average compared to men. The total gender pay gap for scientific and operational employees is statistically significant and implies that on average at IIASA, women earn a salary that is **3,5%*** lower than that of men with the same experience and at the same level. Table 3 below shows the calculated adjusted gap (comparing men and women with similar profiles and grade qualifications, with consideration of years of service). A positive gap indicates that men earn more than women, and a negative gap shows that women earn more than men, with caution that some results may not be statistically significant from zero. It is

crucial to recognize the complex causes of the gender pay gap, which include systemic factors like occupational segregation, the workplace culture, the undervaluation of traditionally female-dominated work, and a big disparity in the years of service.

Table 3. Gender pay gap at IIASA

Profile/Grade	2024	2023
	Gender pay gap %	Gender pay gap %
Research Assistant	-8,9	-15,62*
Researcher (R1)	3*	0,9
Research Scholar (R2)	3,8*	3,99*
Senior Research Scholar (R3)	4,1	-2,74
Principle Research Scholar (R4)	-0,2	7
Software Programmer and Developer (S1-S2)	-3,4	-3,42
Operational - O1		-3,20
Operational - O2	8,8	8,51
Operational - O3	-4,9	-4,76
Operational - O4	9,7*	6,20
Operational - O5	8,8	8,01
Operational - O6 & O7	13,7	12,25

Note: The gender pay gap is calculated based on (Average total remuneration for men – Average total remuneration for women) / (Average total remuneration for men x 100). The calculation includes all employees and employee types (part time or full time) except for IIASA Executives (DG, DDG, and COO).

* Regression analysis on the gender pay gap with the variable of years of service and gender showed that the gap was statistically significant due to gender differences, not because of years of service.

With respect to researcher profiles, there is a statistically significant gender pay gap for salaries at the Researcher (R1), Research Scholar (R2), and Operational O4 level, where women earn on average 3%, 3,8% and 9.7% less than equally qualified men. The gender pay gap among other research profiles (R3 and R4) and Software developers is not statistically significant from zero when controlling for the years of service in the regression model.

2. Gender equality in recruitment, career progression, and various taskforces

2.1 Gender equality in recruitment

Employees are central to the success of the Institute and to making IIASA a great place to work. IIASA's recruitment policy is designed to be transparent, efficient, supportive, and internationally

competitive, tailored to the employment opportunities available at the Institute. It emphasizes inclusion, fairness, and effectiveness aligned with IIASA’s Core Values throughout the hiring process.

In 2024, significant improvements were made to the recruitment process. IIASA is committed to fostering a more inclusive and equitable workplace and ensuring that its recruitment processes not only uphold fairness but also actively promote diversity, equity, and inclusion. All currently published vacancies include a statement affirming IIASA’s commitment to fostering a working environment that promotes equality, diversity, tolerance, and inclusion within its workforce. Additionally, a link to the IIASA Core Values and Gender Equality Plan has been added to these listings.

IIASA consistently evaluates measures like eliminating biased language in vacancy announcements and removing unnecessary qualification requirements that may disproportionately exclude certain groups when publishing opportunities. Additionally, IIASA explored simple yet effective strategies to reduce implicit bias, such as encouraging applicants to omit photos from their applications, forming selection panels consisting of at least three employees, and providing tailored advice and support to hiring managers as needed.

Furthermore, the template for vacancy announcements for supervisory roles now includes a mandatory requirement for candidates to submit a statement detailing their contributions to gender equality and their plans for advancing diversity, equity, and inclusion at IIASA. This change reflects IIASA’s ongoing commitment to promoting a more inclusive workplace.

Table 4. Total vacancies at IIASA filled in 2024

	2024				2023		
	Men	Women	Other	Total	Men	Women	Total
Application received	1728	1328	27	3083	1492	1027	2546
Operational (hired)	3	9	0	12	11	16	27
Software professionals (hired)	1	1	0	2	2	1	3
Researchers (hired)	13	7	0	20	18	13	31
Total hired	17	17	0	34	31	30	61

Similar to 2023, the hiring in 2024 maintained an overall balance between men and women filling vacancies. However, a notable discrepancy was observed between operational and scientific positions. In operational roles, 9 women and 3 men were hired, whereas in scientific positions, 8 women and 14 men were hired.

2.2 Gender equality in career progression

The IIASA framework on researcher and software development profiles provides clarity for researchers and software professionals regarding expectations throughout their careers, outlining clear pathways for progression. It also enables IIASA to prioritize staff training, facilitate career development, conduct international comparisons, benchmark its researchers against other organizations, and assess candidates during recruitment. Researchers can apply for recognition in a higher profile, evaluated by a Scientific Recognition Committee, upon completing two performance and development review cycles. This evaluation considers the quality of scientific work, research funding acquisition, and at senior levels, competencies in science management and supervision. It also takes into account an individual’s demonstrated commitment to IIASA’s core values and

contributions to gender equality. Researchers are encouraged to prioritize key areas: fostering strong relationships with colleagues, maintaining an active presence in the broader scientific community, and upholding IIASA’s reputation. Their recognition is actively supported by transparent recognition criteria and a clearly defined evaluation process.

Maintaining a dynamic institute that nurtures young talent while retaining key expertise, even post-retirement, is essential. IIASA Emeritus and Senior Advisor status recognize distinguished researchers, enabling them to continue contributing through mentoring and knowledge sharing. This approach not only honors senior scientists but also fosters the development of younger and mid-career scientists, ensuring IIASA’s leadership in scientific innovation. Since the profile recognition was introduced in 2021 until 2024, IIASA has proudly recognized in total 86 (64 men and 22 women) colleagues through advancement to higher profiles. Table 5 provides data on the recognition of researchers and software professionals across different profiles and emeritus positions for the years 2023 and 2024.

Table 5. Recognition of IIASA Scientist Profiles in 2021-2024

Recognition of higher-level	2024	2023	2022	2021
R2 – Research Scholar	10 (4 women)	5 (3 women)	1	1
R3 – Senior Research Scholar	12 (7 women)	17 (5 women)	6 (1 woman)	6
R4 – Principal Research Scholar	4	3 (1 woman)	0	0
S2 –Software Developer	2	1	0	0
S3 – Software Engineer	1	0	0	0
Emeritus Research Scholar	1	6 (1 woman)	8	0
Total	30 (11 women)	32 (10 women)	15 (1 woman)	7

3. Gender mainstreaming into scientific activities

Gender mainstreaming is a strategy for achieving gender equality by systematically integrating gender perspectives into all aspects of institutional activities, from planning to implementation. This approach ensures that the needs, experiences, and realities of people of all genders are considered at every stage of decision-making processes.

Key principles of gender mainstreaming:

- Inclusive analysis: assess how policies, programs, and actions may affect people differently based on their gender, ensuring both men and women (and other gender identities) benefit equally.
- Systematic integration: embedding gender considerations into all institutional processes, rather than addressing gender issues in isolation.
- Accountability and monitoring: establishing clear responsibilities, indicators, and evaluation mechanisms to track progress on gender equality.

Examples of gender mainstreaming:

- In research: ensuring that sex and gender analysis is integrated into project design, data collection, and results interpretation.
- In workplaces: developing policies that promote equal pay, family-friendly practices, and diverse leadership.

From this general definition and its various aspects, the current report focuses on those dimensions that were more accessible to measure and follow up within the current IIASA structure and core values. We acknowledge that this is a starting point, and the next report will aim to incorporate additional dimensions as much as is feasible.

3.1 Gender representation in research projects

IIASA aims to improve gender balance in research project leadership by ensuring that women have equal opportunities to serve as Principal Investigators (PI) or Project Managers (PM), recognizing that diverse leadership strengthens scientific excellence and innovation. PIs are responsible for developing research proposals, overseeing the project's scientific direction, and ensuring the delivery of research objectives while maintaining financial and ethical accountability. PMs are responsible for the operational management of the project, including planning, coordination, budgeting, and ensuring compliance with regulations and timelines to support the successful execution of the research project.

In 2024, 78 new externally funded projects were added to the IIASA portfolio, with a total contracting amount of **EUR 22,04M**. In total, **81** researchers (28% of total IIASA research employees) were listed as (co)principal investigators of these new projects, comprising of **19** women and **62** men. Out of the 78 projects, 20 projects have Project Managers, of which **3** are women and **17** are men. To address the underrepresentation of women as Principal Investigators (**23.5%**) and Project Managers (**15%**), IIASA can implement mentorship programs and provide leadership training to prepare researchers for these roles.

IIASA actively worked to involve more women in proposal writing. In Table 6, we report on gender representation in scientific proposal writing, highlighting much needed efforts in capacity building, training, and mentoring aimed at empowering female scientists and increasing their involvement in scientific activities. In Table 6, we show **56** proposals led by female scientists as principal investigators, an extremely low number compared to **201** proposals led by male scientists. Nevertheless, among the total proposals written in 2024, unsuccessful proposals written by women accounted for only **7** out of **56** (12.5%), a lower number compared to those written by men, which amounted to **35** unsuccessful proposals out of **201** (17%).

Table 6. Gender representation in proposal writing in 2024

Number of proposals written in 2024	Principle Investigator Men	Principle Investigator Women
Successful proposals which were converted to contract	42	11
Unsuccessful proposals	35	7
Proposals under processing	109	34
Proposals under negotiations	15	4
Total	201	56

3.2 Gender representation in publications

In 2024, IIASA researchers produced **796** publications of which **509** were peer-reviewed journal articles. Of these articles, **81.6%** are open access. About **206** publications (26%) included women as either first or coauthors, and **64** publications (8%) featured IIASA women scientists as first author.

3.3 Gender dimension in research

As noted above, there are currently **20 (26%)** IIASA projects that explicitly integrate gender as a key dimension of analysis to assess the heterogeneous effects on individuals and households, as well as gender equality and social inclusion. Gender differentials will be explicitly modeled, analyzed, and examined to determine whether and how policies affect women and men differently, alongside other factors.

As per table 7 below, 24 (4.7%) of the 509 peer-reviewed publications published by IIASA researchers in 2024 included a gender dimension. This number is notably down from previous years.

Table 7. Number of IIASA publications that include a gender dimension

	2021	2022	2023	2024
Number of IIASA publications that include a gender dimension*	39	43	35	24

**Data gathered from IIASA PURE using the following search words: adult(s), birth, child(hood), female, gender, generation, intergenerational, parent(al), maternal, mother, sex, and woman-women.*

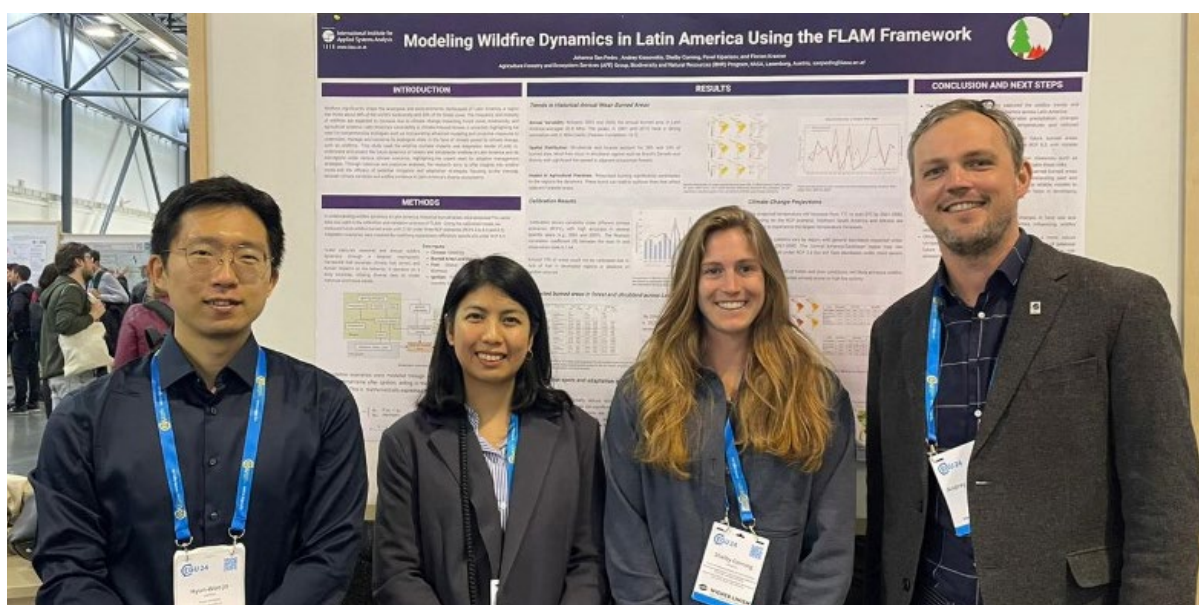
One example of a publication that included a gender dimension is a study that underscored the critical role of gender in various socioeconomic and environmental contexts. IIASA researchers developed a new forecasting model based on education levels in Sub-Saharan Africa, which could help policymakers understand how women's education can shape future population trends and promote sustainable development. The study found a strong correlation between higher levels of female education and lower fertility rates. Educated women in Sub-Saharan Africa are leading the shift towards smaller family sizes, even influencing the decisions of less educated women around them, which helps drive socioeconomic development. This empowers women with greater control over their reproductive decisions, promoting autonomy and equal participation in society.

IIASA is part of the COASTMOVE project, funded by Horizon Europe, which developed GLOPOP-S, the first global synthetic population dataset of seven billion individuals with socioeconomic characteristics. GLOPOP-S is open source, the dataset can be downloaded per region or country, and can also be extended with other attributes, including age, education, gender, income/wealth, settlement type (urban/rural), household size, household type, and for selected countries in the Global South, ownership of agricultural land and dwelling characteristics.

Another study published by IIASA scientists in 2024 on understanding human behavior in response to disasters, explored the complex interplay of psychological, social, gender role, cultural, and economic factors that shape human behavior, using the case studies of Hurricane Katrina, the Great East Japan Earthquake and Tsunami, and the COVID-19 pandemic. The study emphasizes a multifaceted approach to building resilient communities, including community-based strategies, economic policies addressing vulnerabilities, and resilient infrastructure design.

3.4 Gender representation in participation in scientific activities outside IIASA

Participating in scientific activities, whether in-person or virtually, plays a vital role in advancing research, gathering data, collaborating with peers, and sharing findings. IIASA scientists attend conferences and workshops to present their work, exchange feedback, enhance professional skills, stay informed about developments in their fields, participate in meetings, visit labs and facilities, and network with colleagues. Travel also often involves fieldwork, such as data collection, observing phenomena, or engaging with communities relevant to specific research topics. Additionally, IIASA scientists regularly share research findings with policymakers and stakeholders, helping to disseminate results, advocate for their implications, and enhance IIASA’s visibility and reputation.



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IIASA researchers at EGU 2024, April 2024, Vienna

Table 8. IIASA participation in external scientific activities

Year	2024			2023		
	Men	Women	Total	Men	Women	Total
Number of travels (including online)	1,039	541	1,580	961	548	1,509
Number of travels as participant	281	150	431	279	163	442
Number of travels as speaker	426	235	661	404	208	612
Number of travels as trainer	12	8	20	14	10	24

Table 8 presents a gender-based breakdown of participation in external scientific activities over two years (2023 and 2024), categorized by the roles of general participants, speakers, and trainers. The increase in speaker roles suggests growing opportunities or prominence in this capacity, where women particularly made small yet meaningful gains. Conversely, the decline in training participation, in both numbers and gender proportions, highlights an area requiring attention for improvement.

3.5 Capacity Building and Personal Development Training Program

In 2024, a total of 54 capacity-building initiatives were organized by IIASA, comprising of:

- 26 seminars, lectures, and workshops hosted by IIASA research programs.
- 15 workshops by the Communications and External Relations (CER) Department.
- 8 workshops conducted by the Capacity Development and Academic Training (CDAT) Unit, and a monthly session of the Systems Analysis reading group, which is open to all staff.
- 2 workshops by the Grant Management team related to funding and proposal writing.
- 2 workshops by the Human Resources Department.
- Several workshops hosted by various clubs under the IIASA Staff Social and Cultural Association (SOCU), such as the Women in Science Club (WISC), the Public Speaking Club, and the Improv and Biodiversity clubs.
- The inaugural Summer School for Systems Modeling was organized and presented by the Capacity Development and Training Unit.
- IIASA launched the Climate Champions program engaging with Austrian high schools and involving many IIASA scientists and operational staff participating as trainers and facilitators.

A total of 92 employees – 56 women and 36 men – received benefits from the IIASA professional and scientific training fund.

3.6 Young Scientists Summer Program (YSSP)

Since 1977, IIASA has welcomed around 50 doctoral students each summer from across the globe as part of its Young Scientist Summer Program (YSSP). Initiated by former IIASA Director General Roger Levien and supported by funding from IIASA Member Organizations and various other contributors, the YSSP offers participants the chance to work on a scientific project related to their PhD within the framework of the IIASA research agenda. Under the guidance of experienced IIASA scientists, students engage in research in a unique interdisciplinary and international environment. They are expected to produce a report, which serves as an initial step towards a publishable journal article and could establish connections for future collaboration within IIASA's extensive global network.

In 2024, IIASA hosted 52 young minds, 27 women and 25 men from 18 countries (Argentina (1), Australia (1), Austria (3), Belgium (1), Canada (2), China (15), Germany (4), Great Britain (3), India (2), Iran (1), Israel (1), Italy (2), Japan (1), Rep. Korea (6), Mexico (1), Netherlands (4), Russia (2), and the USA (3)).



Young Scientists Summer Program 2024

4. Work-life balance and organizational culture

4.1 Institutional policies to support work-life balance

Fostering work-life balance in an international research institute requires a multi-pronged approach, addressing both cultural and practical aspects. An integral part of the IIASA Gender Equality Plan is to provide the institutional conditions necessary to offer a safe space for women and the importance of work-life balance through leadership actions and institute policies. Establishing open and transparent policies and procedures ensures fairness and equality. IIASA policies and procedures are made accessible to all employees, to ensure transparency in decision making and reduce potential bias and prejudices based on gender.

IIASA updated its employee benefits package to support its international and local staff, fostering a welcoming and supportive work environment. These benefits are categorized into four main groups: those mandated by Federal Law (the IIASA Law), Austrian labor- and social legislation, internal rules and works council agreements, and IIASA-specific HR policies. Under the IIASA Law, employees are exempt from Austrian income tax on IIASA salaries and can opt out of the Austrian Social Security Scheme if non-resident Austrians, choosing private insurance instead. Non-EU nationals receive a legitimation card, removing the need for residence or work permits, and their dependents can work freely. Under Austrian labor and social legislation benefits, employees receive five weeks of annual leave (six weeks after a certain number of years of service), as well as social health-, accident-, retirement-, and unemployment insurance. Parental leave, childcare allowances, maternity protection, family-time bonus, nursing leave, educational leave, and pre-retirement part-time work are provided, with compensation for those outside the Austrian Social Security Scheme. Within the IIASA internal rules and Work Council agreement, IIASA offers up to 100 home office days annually, five extra Institute holidays, consultancy leave for researchers, subsidized private insurance, non-contributory accident insurance, and career support services for the partners of mid-career and senior researchers. Furthermore, for non-local staff, IIASA also offers relocation allowances, travel reimbursements, temporary housing, visa assistance, training funds, occupational health services, private school fee subsidies, a subsidized canteen, free access to Laxenburg Park, subsidies for computer glasses, easy access to vaccinations, and a free gym, to enhance employee wellbeing and integration.

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In 2024, IIASA published a Conflict-of-Interest Policy to ensure that staff members' personal interests do not adversely affect the Institute's interests. It promotes mutual trust and expects staff to act in the Institute's best interests. Benefits include clear guidelines, protection from harmful activities, fostering trust and integrity, fair conflict resolution, and compliance with legal requirements, which is essential for securing external funding and maintaining IIASA's reputation.

Additionally, the Institute introduced an IT Security Policy to protect the confidentiality, integrity, and availability of IIASA's data and IT assets, ensuring compliance with regulations like GDPR and ISO 27001 standards. Benefits include risk mitigation, legal compliance, data protection, operational efficiency, regular IT security training, and effective incident management. This policy creates a secure and compliant IT environment, benefiting both IIASA and its employees.

4.2 Social clubs and Works Council

Social clubs provide a space for people to connect outside of work pressures. This fosters friendships, improves communication, and builds trust. Stronger relationships in turn lead to better teamwork and collaboration in the workplace. IIASA social clubs also play an important role in shaping a positive and inclusive culture.

Every IIASA staff member with an active contract is a member of the Staff Social and Cultural Association (SOCU). SOCU exists to coordinate the social activities of members, encourage a welcoming and vibrant community, nurture staff wellbeing, and promote sustainability and cultural integration within the IIASA community and in Austria.



IIASA Intercultural Day 2024 – an initiative of the IIASA Staff Social and Cultural Association, 8 August 2024

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IIASA Cycle to work initiative – coordinated by the IIASA Staff Social and Cultural Association, 13 Aug 2024

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Matters related to employee-employer relations are handled by the IIASA Works Council. The SOCU Board coordinates with the IIASA Directorate and Works Council where members' interests and concerns bridge these areas of responsibility.

The IIASA Women in Science Club (WISC) was formed in 2017 as a network to provide professional development opportunities and support for women to navigate their careers connected to science. WISC is open to all IIASA staff members irrespective of gender or professional background. WISC members learn from each other's experiences, speak openly about the challenges they face, and work together to improve the research community and work environment. In 2024, in celebration of International Women's Day, WISC hosted a full-day, specialized training session to advance the knowledge and skills of participants in the identification, formulation, and integration of gender within their research agendas.

4.3 Parental leave

Parental leave offers a wide range of benefits for individuals, families, and the Institute, including lower rates of postpartum depression and anxiety, and better overall physical health for both parents. The time away from work allows parents to focus on building a solid foundation for their family, alleviating the stress of juggling work and childcare responsibilities, and leading to a better sense of balance and potentially increased job satisfaction.

In 2024, 15 female employees (FTE 7.14) and 11 male employees (FTE 2.47) at IIASA took parental leave. This figure should be considered in light of the growing number of parents with young children at IIASA and the increased attention from the IIASA Executive on parenting and childcare benefits.

4.4 Annual leave

Taking annual leave is essential for recharging, strengthening personal relationships, and maintaining wellbeing. While not using paid leave has no legal consequences, it can lead to burnout, marked by exhaustion, disengagement, and reduced effectiveness. This negatively affects work quality, increases errors, and lowers productivity, making regular breaks crucial for both employees and their organizations.

In Table 12, the number of unused annual leave days by percentage is presented for all research profiles and operational grades. There is a noticeable decrease in the percentage of unused annual leave days from 2023 to 2024 for both scientific and operational employees. This trend is observed across both genders, with men showing a slightly greater reduction. Taking annual leave as intended – for rest, rejuvenation, and personal time – is essential to fostering a balanced, productive, and thriving work environment.

Table 9. Percentage of unused annual leave at IIASA

Profile/Grade	2024		2023	
	Men	Women	Men	Women
Average for scientific employees	18.18%	17.8%	30.47%	31.94%
Average for operational employees	17.1%	13.88%	32.53%	28.20%

5. Measures against gender-based violence

IIASA is dedicated to fostering a safe and inclusive environment where everyone feels respected. Gender equality is a cornerstone of this commitment, ensuring that all individuals receive equal opportunities and treatment, regardless of gender. In 2024, two official complaints were filed but these were unrelated to gender-based violence. After thorough investigations, one was found to be unsubstantiated, and the other was resolved through the Institute's dispute resolution policy. No cases of sexual harassment or sexism have been reported.

6. Lessons learned and recommendations

6.1 Indicators

This report uses the same 10 indicators as the 2023 report for monitoring the implementation of the Gender Equality Plan 2023-2025. Three indicators that have not yet been developed are:

- a. gender representation of employees taking part in IIASA career development activities.
- b. gender representation of R1 and R2 researchers taking part in the IIASA mentoring program.
- c. information on career progression for scientists.

The report therefore provides the number of career development and mentoring activities throughout the year without specific information on gender representation among the participants. Information on career progression is not available as IIASA embarked on a restructuring exercise to establish researcher profiles in 2021 and apply a new grading system for operational employees by the end of 2023.

A sub indicator on gender mainstreaming in scientific activities has been introduced, showing the diversity of IIASA employees among scientists and efforts by women scientists in research activities, such as proposal writing, leading research projects, and authorship.

6.2 Gender pay gap

The gender pay gap persists, particularly at the Research Scholar (R2) level, where women earn 3.8% less than men. This disparity, though statistically significant only at certain levels, reflects broader systemic issues such as occupational segregation and the undervaluation of work traditionally dominated by women.

Recommendations: It is recommended to examine the distribution of the gender pay gap across research programs. Making salary information more widely available and continuing efforts through regular pay audits, along with equitable policies will help ensure gender pay equity at all levels. It is suggested that supervisors such as department heads, research group leaders, and program directors are made responsible for addressing the gender pay gap and promoting equitable compensation and career progression for their staff.

6.3 Gender equality in leadership

Despite some progress, women remain significantly underrepresented in senior scientist and operational leadership roles. The current structure of leadership appointments, which allows for limited turnover, may perpetuate this imbalance.

Recommendations: To further improve gender representation in leadership, IIASA could set clear targets (where legally permissible) to cultivate a more balanced workforce. Expanding leadership opportunities through restructuring or creating new roles could also help address this issue.

6.4 Gender equality in recognition

Career progression frameworks have been established, with 29 researchers recognized for advancement in 2024, including 11 women. While this is a positive step, the overall number of women in senior research roles remains low, indicating a need for more robust support systems for early-career female researchers.

The underrepresentation of women in senior research roles highlights the need for targeted mentorship and career development programs. Early-career female researchers in particular, require support to navigate their professional journeys and advance to leadership positions.

Recommendation: IIASA program directors and research group leaders should play a key role in enhancing the research environment and improving working conditions for scientific employees.

6.5 Gender equality in recruitment

Recruitment processes have been refined to promote diversity and inclusion, with measures such as eliminating biased language in job postings and requiring candidates to submit statements on their contributions to gender equality.

In 2024, 34 new hires were made, with a balanced gender distribution (17 men and 17 women). However, women remain underrepresented in scientific roles, with only 7 women hired compared to 13 men. This imbalance suggests that systemic barriers persist in attracting and retaining female talent in scientific positions.

The underrepresentation of Global South employees at IIASA can be attributed to a combination of factors, including differences in educational opportunities, limited access to global research networks, and systemic barriers such as prejudice and cultural bias in recruitment and career advancement. Additionally, researchers from the Global South may face financial constraints, visa challenges, and fewer opportunities for international exposure, further limiting their presence in higher-skilled roles.

Recommendation: While IIASA has achieved gender-balanced hiring overall, improving recruitment strategies can enhance diversity. This includes revamping the recruitment policy to include the Gender Equality Officer in the recruitment process, reaching out to candidates from IIASA member countries and underrepresented groups, as well as strengthening partnerships with diverse academic institutions and professional organizations to broaden the talent pool and promote inclusive hiring. Additionally, once individuals are established at IIASA, it is important to ensure effective supervision and to develop fellowship programs, mentorship initiatives, and capacity-building opportunities that help attract, support, and retain talented researchers from these regions.

6.6 Recommendation for addressing persistent systemic issues

Women – in general – face systemic barriers in career progression, including gender bias, gender role expectations, access to leadership opportunities, and persistent pay gaps. Workplace cultures often undervalue women's contributions, while caregiving responsibilities disproportionately impact their advancement. Limited mentorship, networking opportunities, and stereotypes further hinder their growth, perpetuating inequality and restricting their representation in senior roles.

IIASA can enhance its diversity policies and practices by actively addressing overlooked elements that may contribute to bias, discrimination, or inequity. Establishing clear, actionable definitions of diversity and applying them consistently across all organizational levels ensures alignment and transparency.

Some of the recommended immediate actions include:

- Empowering women scientists to take on full leadership roles in research projects – whether as Principal Investigators or Project Managers – by offering targeted mentoring and specialized training to support their success in these positions.
- Encouraging open dialogue about workload concerns between researchers, supervisors, and colleagues is crucial to addressing the issue of unused leave. Employees should feel safe to voice their concerns without fear of repercussions.
- Implementing flexible work arrangements and affordable childcare and carer options will help working parents balance their professional and personal responsibilities, enabling them to remain competitive in the workforce.
- Implementing these strategies requires ongoing efforts and commitment from both the Institute's leadership and employees. Fostering values that respect wellbeing and empowers employees to manage their workload can significantly improve work-life balance and contribute to a more productive and sustainable research environment.

6.7 Gender dimension in research

The lack of gender dimensions in research projects is a critical gap that could limit the inclusivity and impact of IIASA's work. Without a gender perspective, research findings may fail to address the needs of diverse populations, reducing their relevance and applicability.

IIASA published 24 peer-reviewed papers that included gender dimensions, a decrease from previous years. This decline suggests a need for greater emphasis on gender-sensitive research methodologies and training for researchers.

Recommendations: IIASA can strengthen its commitment to gender-sensitive research by creating a support structure, such as an advisory group or network, offering training for researchers to incorporate gender dimensions into their research projects. Providing clear guidelines and criteria for embedding gender perspectives in project approval and evaluation processes will enhance opportunities for funding.

6.8 Recommendations for strengthening the Gender Equality Officer role

To enhance the impact of the Gender Equality Officer (GEO), the following improvements are proposed:

- **Expanded capacity and commitment**
Increase the GEO's working commitment beyond the current 20% to ensure a dedicated focus on implementing the Gender Equality Plan (2023–2025). A full-time or majority-time role would enable deeper engagement with monitoring, reporting, and strategic recommendations.
- **Active integration of lessons learned**
Systematically address findings from Gender Equality Reports by embedding them into actionable policies and initiatives. The GEO may lead reviews of progress and adjust strategies to close gaps.

- **Training and skill development**

Provide targeted training on intersectional approaches, gender mainstreaming, and inclusive practices to equip the GEO with tools for systemic change. Exposure to DEI frameworks and best practices would strengthen advocacy and plan design.

- **Structural support**

Secure dedicated funding and institutional backing to ensure the GEO's recommendations translate into measurable outcomes. Establish clear reporting lines to senior leadership to amplify influence.



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