International Institute for Applied Systems Analysis
IIASA

Gender Equality Report 2025

Advancing gender equality –
A roadmap for progress

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.

International Institute for Applied Systems Analysis
Schlossplatz 1, A-2361 Laxenburg, Austria

twitter.com/**iiasavienna**

facebook.com/**iiasa**

blog.iiasa.ac.at

linkedin.com/company/**iiasa-vienna**

youtube.com/**iiasalive**

flickr.com/**iiasa**

Contact: lijadi@iiasa.ac.at

First published 01 July 2026.

ZVR 524808900

IIASA Gender Equality Report 2025

Advancing gender equality – A roadmap for progress

International Institute for Applied Systems Analysis
IIASA

Contents

Foreword by the IIASA Executives

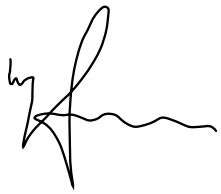
At IIASA, gender equality and diversity, equity, and inclusion are integral to who we are as an organization and how we work together to deliver high quality, policy relevant science. The **IIASA Gender Equality Report 2025** marks the conclusion of the **Gender Equality Plan 2023–2025** and offers us an opportunity to pause, reflect, and take stock of what we have achieved so far, what has worked well, and where we still need to focus our collective efforts.

The findings in this report give us many reasons to recognize progress. We have reached near gender parity across the overall workforce, improved balance in recruitment, and strengthened working conditions through increased flexibility, enhanced wellbeing support, and sustained attention to creating a safe, respectful working environment. These achievements did not happen by chance. They reflect the commitment of colleagues across the Institute – leaders, managers, and staff – who have contributed in practical and often quiet ways to making IIASA a better place to work. At the same time, the report reminds us that progress is not uniform and that some changes take time. Gender representation at senior scientific and leadership levels continues to evolve, shaped by long career pathways, demographic structures, and future succession dynamics. We see this as an area where patience, persistence, and thoughtful long term action matter more than quick solutions. Continued investment in talent development, transparent career pathways, and inclusive leadership will be essential in the years ahead.

With respect to remuneration, the analysis shows further convergence at the Institute level. Where differences remain, they are limited in scope and point to the importance of consistent practices, transparency, and regular review as part of responsible institutional management. The report also highlights that advancing gender equality is closely linked to how we design, lead, and communicate our science. Strengthening the integration of gender perspectives in research leadership, authorship, and project design is increasingly important, not only from an equity perspective, but as a contributor to scientific excellence, relevance, and impact.

Importantly, the insights and lessons captured in this report directly inform the **next IIASA Gender Equality and Diversity, Equity, and Inclusion (DEI) Plan for 2026–2028**. Building on the foundations laid since 2023, the forthcoming plan will take a more integrated approach, broadening the focus from gender equality alone to a wider DEI perspective. It will prioritize leadership development, inclusive career progression, stronger integration of gender and DEI considerations in scientific work, and continued attention to wellbeing and organizational culture grounded in what we have learned together.

The Institute acknowledges the contributions of all colleagues involved in the data provision, analysis, and implementation of this report, whose engagement supports transparency, informed decision making, and the continued integration of gender equality and DEI into IIASA's governance, leadership, and scientific practice during the 2026–2028 period.



Hans Joachim Schellnhuber
Director General

Karen Lips
Deputy Director General

Christiane Pohn-Hufnagl
Chief Operations Officer

Acknowledgments

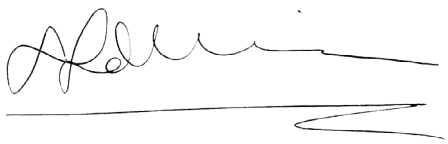
The year 2025 was a bittersweet one for IIASA, marked by both significant challenges and meaningful signs of progress. In a period defined by global uncertainty and shifting geopolitical and economic landscapes, the Institute faced pressures that required resilience, adaptability, and collective commitment from its community. Yet the year concluded on an encouraging note. The increased contribution from the People's Republic of China and the accession of Greece as a potential new Member Organization stand out as important milestones. These developments reaffirm IIASA's global relevance, the value of its scientific mission, and the strength of the partnerships that sustain it.

For me personally, 2025 was a year of learning, growth, and meaningful connection. Through my participation in the European Association for Research Management and Administration (EARMA) one year Mentorship Program, I had the opportunity to exchange experiences and best practices on monitoring and reporting gender equality and progress on diversity, equity, and inclusion (DEI) in research institutions. This experience proved truly rewarding – it not only informed preparations for the next IIASA Gender Equality Plan (2026–2028) but also allowed me to expand my network of inspiring peers who share a deep commitment to fostering more inclusive research environments.

I was also honored to be reappointed as the IIASA Gender Equality & DEI Officer for the next three years. This renewed mandate is a meaningful affirmation of trust and reinforces my dedication to advancing equity, inclusion, and belonging across the Institute. At the same time, this year also marked the conclusion of the two-year tenure of the five members of the IIASA Forum for Gender Equality and Inclusion. I would like to express my heartfelt appreciation for their dedication, insights, and collaborative spirit. Their contributions have helped strengthen the foundation for continued progress toward a more inclusive and equitable community at IIASA.

While preparing this report, I realized that robust evidence would be central to its purpose. Despite some initial challenges in gathering data on women's work and status at IIASA, valuable sources and insights eventually emerged. My sincere thanks go to colleagues from Human Resources, Library and Knowledge Resources, Process and Quality Assurance, and Administrative Management Applications for their support in data collection. I am also grateful to Martin Hofer for the gender pay gap analysis, to the Communications and External Relations Department for their editing and design work, to the newly appointed IIASA Forum for Gender Equality and DEI, and the Executive Team for their thoughtful feedback and continued support.

As we move forward, I remain confident that our shared values of respect, inclusiveness, and collaboration will continue to guide us in making IIASA not only a place of scientific excellence, but also a workplace where everyone feels welcomed, valued, and empowered to contribute their best.



Anastasia Aldelina Lijadi
IIASA Gender Equality and DEI Officer

Introduction

The International Institute for Applied Systems Analysis (IIASA) is a multilateral research institute that advances systems analysis and conducts policy-oriented research into global challenges that no single country or academic discipline can solve alone. Established in 1972 to foster scientific collaboration across political divides, IIASA has spent more than five decades working on complex issues that are critical to humanity's future. IIASA provides an international platform where scientists and policymakers from diverse political systems, cultures, and disciplines can come together to exchange knowledge and develop solutions. Drawing on its global credibility and integrated systems approach, IIASA helps build bridges between countries and stakeholders to support sustainable development and to inform international discussions on global change and other pressing challenges affecting the future of people and the planet.

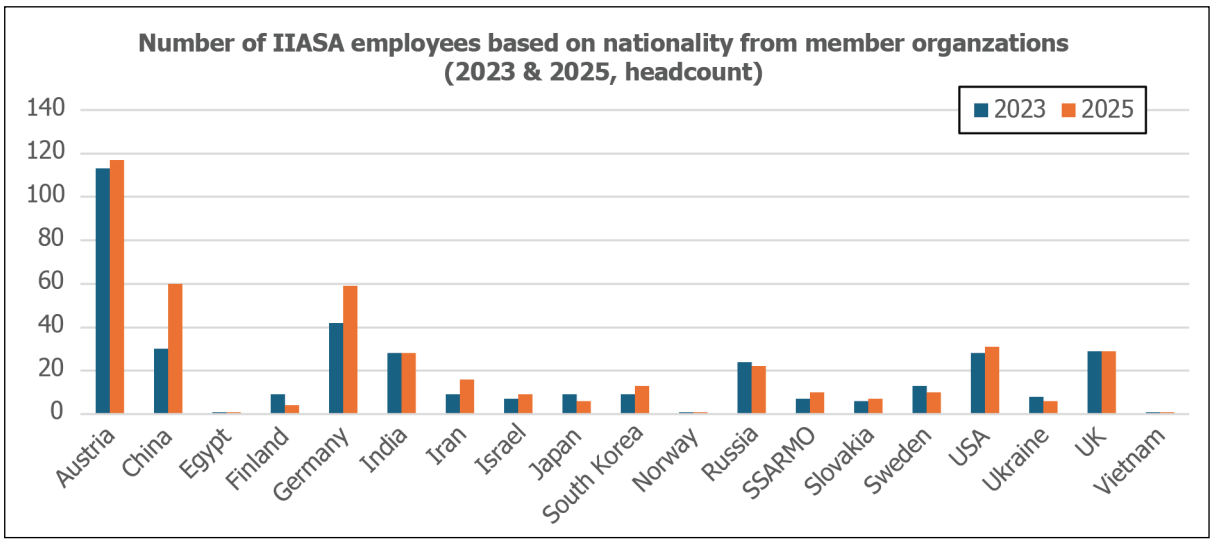
IIASA is dedicated to fostering equity, diversity, and inclusion across its workforce and operations. All employees are expected to uphold social equity as a core value of the Institute. This means promoting fairness and justice, cultivating a respectful workplace, and encouraging open dialogue, gender equality, and inclusivity. To support these goals, staff members are encouraged to adhere to the IIASA Gender Equality Plan, which provides guidance on gender-related issues and the importance of promoting equality. Employees are also expected to participate in training and initiatives related to gender equality and inclusion, and to actively contribute to a supportive and inclusive work environment.

This is the third Gender Equality Report from IIASA, which concludes the Gender Equality Plan 2023–2025 and aligns with the IIASA Strategy 2021–2030. The report is divided into five sections: gender representation at IIASA (including gender balance in leadership and decision-making), workforce movement (including recruitment, career progression, and turnover), gender mainstreaming into scientific activities, work-life balance and working environment, and measures against gender-based violence. Every section is aligned with the gender equality indicators outlined in the IIASA Gender Equality Plan. It provides an evidence-based assessment of progress, challenges, and opportunities to further advance gender equality at IIASA.

1. Gender representation and diversity, equity, and inclusion (DEI) of IIASA employees

In 2021, IIASA restructured its research programs and introduced four scientific career profiles aligned with researchers' career stages: Researcher (R1), Research Scholar (R2), Senior Research Scholar (R3), and Principal Research Scholar (R4). Correspondingly, three categories were defined for software professionals: Research Software Developer (S1), Senior Research Software Developer (S2), and Research Software Engineer (S3). Two years later, in 2023, IIASA implemented a new operational grading system (O1 to O7) to standardize human resources processes across all nonscientific roles, including administrative, research support, and Directorate positions. Each grade reflects a defined level of responsibility and scope of duties.

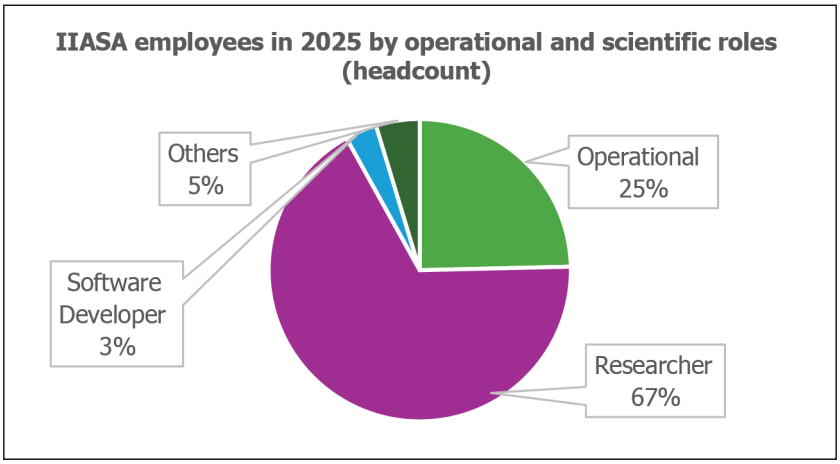
Figure 1. IIASA employees by nationality of IIASA Member Organizations in 2025 per headcount



In 2025, IIASA employed 470 individuals, comprising 243 men and 227 women, representing 61 countries. Approximately 66% of staff originated from the 18 IIASA member organization countries and IIASA's SubSaharan Africa Regional Member Organization (SSARMO), which includes 18 African countries (Figure 1). In 2023, the largest national groups were from Austria, Germany, China, the United Kingdom, the United States, India, and Russia, followed by staff from other member organization countries. In 2025, following an approximate 13% increase in staff numbers, this overall pattern persisted. The largest national groups were again from Austria, Germany, China, and the United States, alongside notable representation from Iran, Israel, the SSARMO region, and Slovakia.

The diversity of nationalities among IIASA employees strengthened IIASA's ability to address global challenges. Many of the world's most pressing issues including climate vulnerability, demographic change, food security, and sustainable development, are deeply interconnected with the experiences and expertise of researchers from various countries and regions. By fostering a more geographically diverse workforce, IIASA enhances the relevance, equity, and impact of its research.

Figure 2. Distribution of IIASA employees by operational and scientific roles in 2025 per headcount



IIASA had 70% of employees working as researchers and software developers, 25% of employees in operational roles, and 5% as emeritus employees or senior advisors (Figure 2). IIASA had 362.35 full time equivalent (FTE) employees in 2025, comprising 189.83 FTE for male and 172.52 FTE for female employees, including internships. The overall gender composition per FTE shows a slight shift compared to the previous year, with 52% men and 48% women (see details in Table 1 below). While close parity has been achieved overall, differences across roles and seniority levels remain an important area for further analysis.

Note: Exe = executive, RA = Research Assistant, R-1 = Researcher, R-2 = Research Scholar, R-3 = Senior Research Scholar,
R-4 = Principal Research Scholar. S-1 = Research Software Developer, S-2 = Senior Research Software Developer, S-3 = Research Software Engineer, Other = all emeritus and senior advisors' employees, and Operational employees are classified from O-1 to O-7.

Figure 3. Share of IIASA employees in 2025 (by FTE)

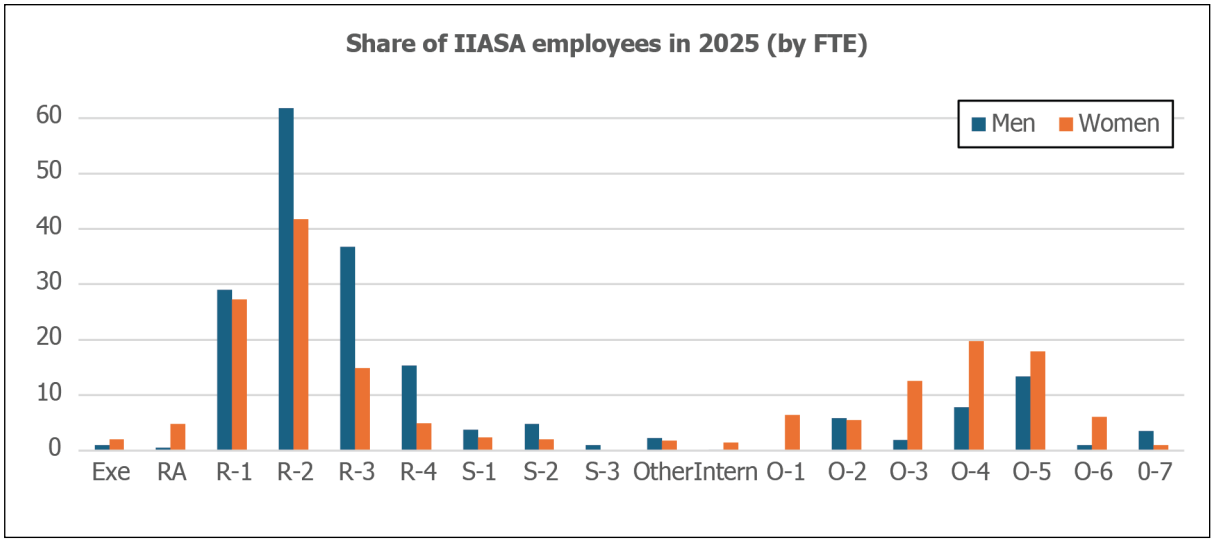


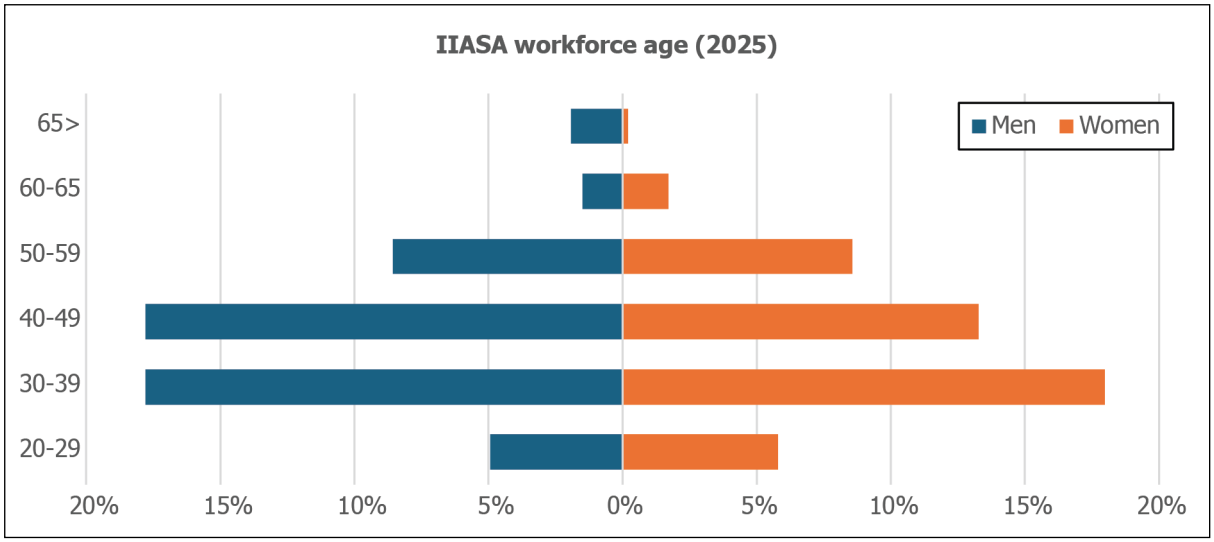
Table 1: Gender representation of research profiles and operational employees, 2023-2025

	2025 (FTE)		2024 (FTE)		2023 (FTE)	
Profile/Grade	**Men**	**Women**	**Men**	**Women**	**Men**	**Women**
Research Assistant	10%	90%	10%	90%	31%	69%
Researcher (R-1)	52%	48%	54%	46%	52%	48%
Research Scholar (R-2)	60%	40%	58%	42%	64%	36%
Senior Research Scholar (R-3)	71%	29%	86%	14%	90%	10%
Principle Research Scholar (R-4)	76%	24%	72%	28%	74%	26%
Software Programmer (S-1)	62%	38%	80%	20%	85%	15%
Software Developer (S-2)	70%	30%	63%	37%		
Software Engineer (S-3)	100%	0	n/a	n/a	n/a	n/a
Emeritus and Senior Advisor (E)	55%	45%	88%	12%	85%	15%
Total scientific employees (FTE)	**62%**	**38%**	**64%**	**36%**	**66%**	**34%**
O-1	0	100%	0	100%	8%	92%
O-2	51%	49%	47%	53%	37%	63%

	2025 (FTE)		2024 (FTE)		2023 (FTE)	
Profile/Grade	**Men**	**Women**	**Men**	**Women**	**Men**	**Women**
O-3	13%	87%	16%	84%	12%	88%
O-4	28%	72%	35%	65%	43%	57%
O-5	43%	57%	41%	59%	41%	59%
O-6	14%	86%	18%	82%	14%	86%
O-7	78%	22%	80%	20%	80%	20%
Total operational employees (FTE)	**32%**	**68%**	**35%**	**65%**	**33%**	**67%**
Total (FTE)	**52%**	**48%**	**55%**	**45%**	**56%**	**44%**

Overall gender representation has improved marginally over time (Table 1). While there has been an increase in the proportion of women at the Senior Research Scholar (R-3) level compared to previous years, their representation at the Principal Research Scholar (R-4) level has slightly declined. Despite some progress, male dominance persists across all research profiles except for Research Assistant, with men being increasingly overrepresented in more senior profiles. A similar pattern can be observed in operational roles. Women are overrepresented across most operational grades; however, this trend does not extend to the highest level (O-7), which includes heads of departments, where men remain the majority. This shows that gender disparities persist in senior leadership positions across both scientific and operational career tracks.

Figure 4. IIASA workforce age distribution 2025 by headcount



The age distribution of the IIASA workforce in 2025 reflects a balanced and mature profile, with the largest representation in the 30–39 and 40–49 age groups. At the same time, other age groups contribute important perspectives and skills, supporting a diverse mix of experience, innovation, and institutional knowledge across the organization.

The 20–29 age group is noticeably smaller, suggesting a more limited pipeline of earlycareer talent entering the organization. At the upper end of the spectrum, employees aged 60 and above form a small fraction of the workforce, indicating a gradual, but not immediate, retirement wave. The 50-59 group, however, represents the next significant segment approaching retirement over the coming years.

Overall, IIASA's age structure indicates strong midcareer depth but highlights future succession risks and opportunities to strengthen earlycareer inflow and knowledge transfer mechanisms.

The Human Resources Department plays a critical role in balancing the workforce through targeted recruitment, retention strategies, leadership development, succession planning, and knowledgetransfer initiatives.

1.1. Diversity, equity, and inclusion of operational employees

On the operational side, IIASA has 116 employees working in various departments and units, including Communication and External Relations, Finance and Grant Management, Facilities Management, Human Resources, Information and Communication Technology, and the Capacity Development and Academic Training (CDAT) Unit.

IIASA's operational staff comprises a total of 102.53 FTE, which represents 28% of the total IIASA FTE. 68% of operational staff positions are held by women, which reflects a slight increase from the previous year.

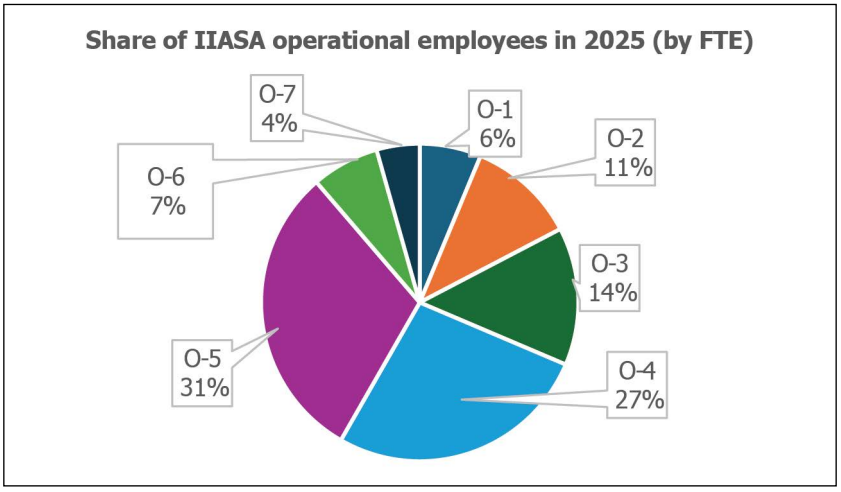
Figure 5. IIASA operational employees nationality of MO countries by headcount

In 2025, IIASA's operational workforce reflected a rich diversity of nationalities, (Figure 5), highlighting the Institute's global reach and inclusive environment. Employees represented more than 30 countries, including 10 from IIASA member organizations. The largest group came from Austria (35%), followed by the United Kingdom (5%), the United States and Germany (4 %), while smaller national cohorts included Russia, Slovakia, SSARMO, China, India, and Ukraine, among others.

Austrian nationals comprised 25% men and 75% women, while the United Kingdom showed a similar pattern with 17% men and 83% women. Women also formed the entire US and Chinese staff contingents. Equal gender representation was observed among employees from Germany and Slovakia, whereas men represented Russia, India, and Ukraine exclusively. Overall, the data reflected substantial variation in gender representation across nationalities.

Averaging across the seven operational grade classifications, women make up 70% and men 30% of the operational staff (Figure 6). Women formed the majority of IIASA operational staff across all operational grades (Table 1), which together account for the largest share of operational full-time equivalents.

Figure 6. Share of IIASA operational employees 2025 by full time equivalent (FTE)

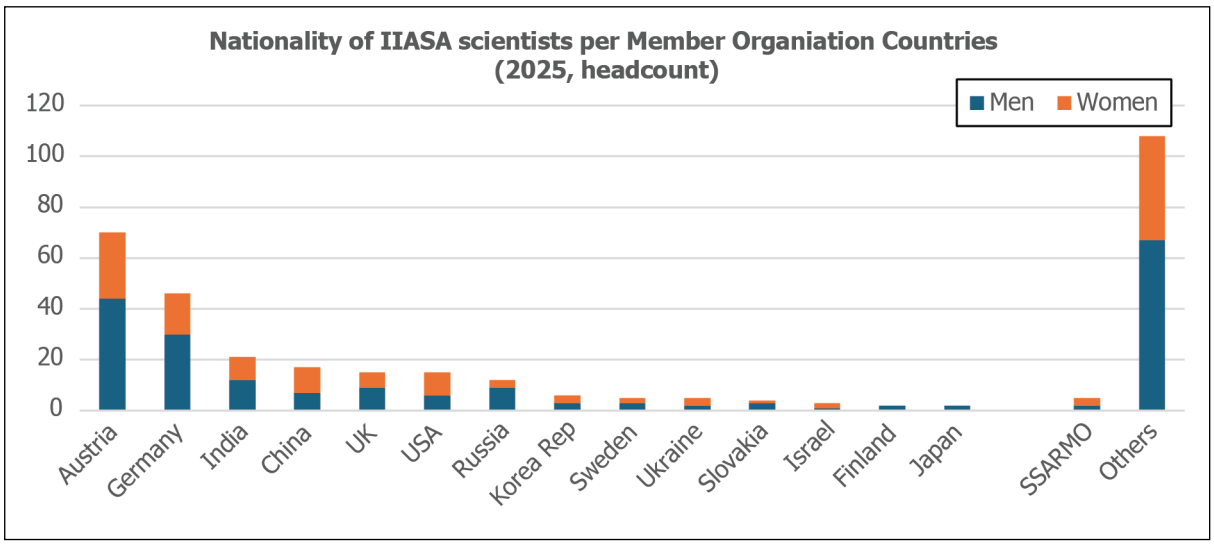


1.2. Diversity, equity, and inclusion of scientific employees

The IIASA Strategy 2021–2030 guided a reconfiguration of the Institute's research structure into six major research programs. The programs, Advancing Systems Analysis (ASA), Biodiversity and Natural Resources (BNR), Energy, Climate, and Environment (ECE), and Population and Just Societies (POPJUS), build on longstanding IIASA research traditions, each organized into several research groups to remain agile and responsive to emerging topics. The Economic Frontiers Program was created in 2021, while the Strategic Initiatives Program was launched as a flexible mechanism for bottomup, crosscutting projects proposed by IIASA staff and Member Organizations. Program Directors and Research Group Leaders are appointed for five and fouryear terms respectively, with the possibility of a single reappointment, ensuring regular opportunities for colleagues to take on management roles.

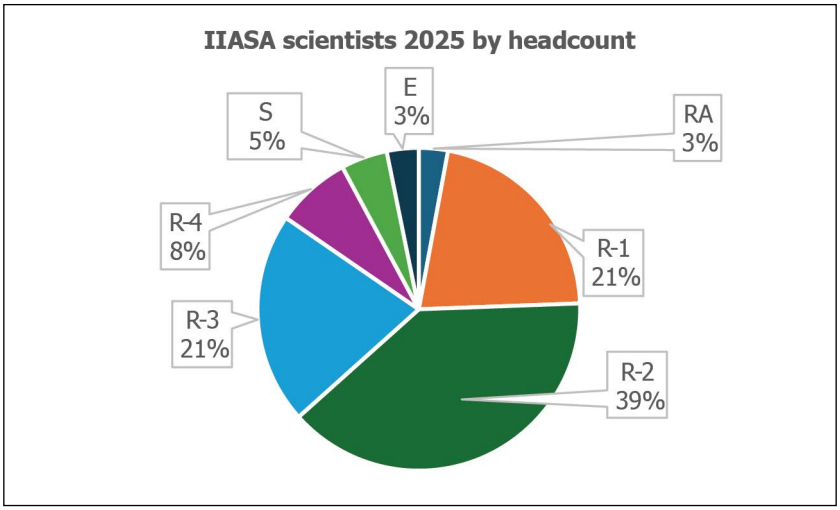
IIASA scientists are categorized by researcher seniority – Researcher (R1), Research Scholar (R2), Senior Research Scholar (R3), and Principal Research Scholar (R4) – and three corresponding categories for software professionals: Research Software Developer (S1), Senior Research Software Developer (S2), and Research Software Engineer (S3). IIASA's scientific staff comprises 338 researchers with 60% men and 40% women, representing over 50 nationalities (Figure 7). Among scientific employees, 66.4% come from IIASA Member organizations, with the largest proportion from Austria (20%), Germany (13%), India (6%), China (5%), United Kingdom, the United States and Russia (4%). The remaining researchers come from a diverse range of other countries. Despite the international diversity of the scientific workforce, gender imbalances persist, particularly at more senior research levels (see Table 1).

Figure 7. IIASA scientist nationality by Member Organization countries - 2025 by headcount



Note: Abbreviation: Research Assistant (RA), Researcher (R1), Research Scholar (R2), Senior Research Scholar (R3), and Principal Research Scholar (R4); Software professionals: Research Software Developer (S1), Senior Research Software Developer (S2), and Research Software Engineer (S3); and E for Emeritus or Senior Advisor employees.

Figure 8. IIASA scientists 2025 by headcount



IIASA's scientific workforce is composed of a diverse range of research and technical roles, with the majority concentrated in the scholarly research tracks (Figure 8). Research Scholars (R2) represent the largest segment, accounting for approximately 39% of all personnel. This is followed by Researchers (R1), who make up about 21%, reflecting a strong pipeline of developing researchers within the institution. The Senior Research Scholars (R3) constitute around 21%, showing a substantial presence of midtoadvanced career researchers contributing to the knowledge base.

At the leadership end of the research spectrum, Principal Research Scholars (R4) represent approximately 8% of staff, indicating a smaller but essential cadre of senior experts guiding the Institute's research strategy. Meanwhile, Research Assistants (RA) account for about 3%, supporting various research activities and technical operations.

On the technical side, Software Developers (S) make up approximately 5% of the workforce, providing critical digital and computational support across projects. Emeritus staff and Senior Advisors represent around 3% of the workforce, contributing highlevel expertise and institutional memory.

IIASA's scientific employees comprise a total of 235.56 FTE, which represents 70% of all IIASA employees. Overall, 60% of scientific positions are held by men. Women are notably underrepresented in the Senior Research Scholar (R-3) and Principal Research Scholar (R-4) role (Figure 3).

IIASA has the highest number of employees at the R2 level, totaling 39% of all 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. In addition, greater emphasis on structured career development, mentorship, and participation in research proposals could help ensure a more equitable progression of women into senior scientific roles.

Overall, the distribution reflects an institution strongly anchored in research capacity, with a wellbalanced mix of earlycareer, midcareer, and senior scholars supported by essential technical and advisory roles that enhance the organization's scientific output and strategic direction.

1.3. Gender representation at the management level

On the professional and operational sides, IIASA's leadership structure includes three executive positions: Director General (DG), Deputy Director General (DDG), and Chief Operations Officer (COO). Other management roles include heads of Departments and Units, such as the Head of Communication and External Relations Department, Head of Finance and Grant Management Department, Head of Human Resources Department, Head of Facilities Management Department, Head of Information and Communication Technology Department, and the Dean for Capacity Development and Academic Training (CDAT) Unit, as well as several middle management positions.

In 2025, IIASA underwent organizational changes including staff departures, role and title adjustments in the Communications and External Relations Department and Library and Knowledge Resources Unit, and the renaming of one research group. Karen R. Lips served in a dual role as Deputy Director General and Interim Head of that department. Table 3 enumerates the composition of IIASA's leadership at the end of 2025.

Table 3: Leadership positions by gender as of 31 December 2025

Title	2025			2024			2023		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Executive	1	2*	**3**	1	2	**3**	2	1	**3**
Program Director	4*	2*	**6***	4*	2*	**6***	4*	2*	**6***
Research Group Leader	12	4	**16**	13	4	**17**	12	3	**15**
Head of Department	3	1	4	4	1	**5**	4	1	**5**
Dean, CDAT	1	n/a	**1**	1	n/a	**1**	1	n/a	**1**
Middle Management	1	2	3	1	3	**4**	1	2	3
Total	**22**	**11**	**33**	**24**	**13**	**37**	**24**	**10**	**34**
Percentage by gender	**67%**	**33%**		**65%**	**35%**		**71%**	**29%**	

** One man and two women fulfill dual roles as both Program Director and Research Group Leader. The Deputy Director General also serves as Interim Head of Communication and External Relations Department.*

Gender balance in leadership positions showed modest improvement in 2025 relative to 2023 (Table 3). Heads of Department and Executive roles remain predominantly male, while middle management shows more fluctuation and relatively stronger female representation compared to higher leadership tiers. Middle management plays an important bridge role between strategic leadership and operational implementation, overseeing teams and ensuring alignment with institutional priorities. However, the gap is still large and women remain underrepresented in the most senior decision-making roles, with 67% of leadership positions filled by men. This gap is consistent across most leadership categories and across years, highlighting a persistent gender gap at the top levels of the organization.

1.4. Gender pay gap

The gender pay gap refers to the percentage difference between the average earnings of men and women, typically measured relative to men's earnings. Table 4 below shows the calculated adjusted gap (comparing men and women with similar profiles and grade qualifications, with consideration of years of service). A positive value 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. It is crucial to recognize the complex causes of the gender pay gap, which include systemic factors like occupational segregation, workplace practice, the undervaluation of occupations held by women, and a big disparity in the years of service.

Table 4. Gender pay gap at IIASA.

Profile/Grade	2025	2024	2023
	Gender pay gap %	Gender pay gap %	Gender pay gap %
Research Assistant	-0.8	-8,9	**-15,62***
Researcher (R1)	0.7	**3***	0,9
Research Scholar (R2)	0.8	**3,8***	**3,99***
Senior Research Scholar (R3)	**4.2***	4,1	-2,74
Principle Research Scholar (R4)	-1.2	-0,2	7
Software Programmer and Developer (S1-S2)	-0.5	-3,4	-3,42
Operational - O1	n/a	n/a	-3,20
Operational - O2	**14.8***	8,8	8,51
Operational - O3	-4.8	-4,9	-4,76
Operational - O4	8.2	9,7*	6,20
Operational - O5	8.4	8,8	8,01
Operational - O6 & O7	n/a	13,7	12,25
IIASA	**2.5***	**3.6***	**3.5***

** Significant at 5%*

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). Within each profile, the gap represents the average gender pay difference after controlling for years of service within that profile. All employees and contract types (fulltime and parttime) are included, except IIASA Executives (DG, DDG, COO).

*Understanding *significant: We conducted a regression model to isolate the effect of gender while holding years of service to determine whether equally experienced men and women are still paid differently. A pvalue below 0.05, shown with an asterisk (*), indicates that the gap is unlikely to be due to chance.*
Example: in Operational grade O-2, women earn 14.8% less than men after adjusting for years of service, indicating a difference that should be addressed. A nonsignificant value is still the true observed average difference but may reflect greater variation within gender groups.

n/a: The gender pay gap cannot be calculated for operational grades O-1, O-6, and O-7 because there are no men in grade O-1, only one employee of a single gender in grade O-6, and no women in grade O-7

The gender pay gap cannot be calculated for operational grades O-1, O-6, and O-7 due to the absence or very low number of employees from one gender group by the end of reporting year: there are no men in O-1, there is only one employee in O-6, and there are no women in O-7. These imbalances highlight underrepresentation that we are committed to address through targeted recruitment and development initiatives to foster a more inclusive workforce.

For R1 (Researcher) and R2 (Research Scholar), the pay gaps are small (0.7% and 0.8%, respectively) and not statistically significant. This represents a positive improvement compared to 2024. The reduction is due to the number of employees who advanced to higher levels in 2024 and 2025, which helped reduce disparities within the research profiles.

For R3 (Senior Research Scholar), the 4.2% pay gap suggests potential inconsistencies in hiring and promotion practices. This suggests a need to review historical starting salaries, promotion decisions, and the application of salarysetting guidelines to ensure they are applied consistently. Where inequities are identified, corrective adjustments should be made. Strengthening documentation and ensuring transparent criteria for scientific career progression will help prevent future gaps.

For O2, the 14.8% gap indicates the need for stronger Human Resources oversight. IIASA should review salary decisions for comparability, enforce standardized salary rules, apply corrective adjustments where needed, and monitor pay for operational roles more regularly to ensure equity.

The overall gender pay gap for scientific and operational employees is statistically significant and shows that, on average, women at IIASA earn **2.5% less** than men with the same level and years of experience. This reflects a notable improvement compared to the 3.6% gap reported in 2024. Further analysis of the 2025 workforce revealed a substantial level of workforce movement, which appears to be one of the key factors contributing to the observed reduction in the overall pay gap. These findings highlight that while overall pay equity has improved, targeted attention is still required to address disparities in specific grades and ensure consistent application of salary-setting principles across the Institute.

2. Workforce movement

2.1. Workforce turnover

In 2025, IIASA experienced notable workforce movement, with employees leaving for reasons such as contract completion, career advancement, relocation, retirement, and other personal circumstances. A total of 57 employees left the Institute – 48 researchers (26 men, 22 women) and 9 operational staff (3 men, 6 women) – resulting in an overall turnover rate of 12% (Table 5). Such levels of turnover can meaningfully influence the annual gender pay gap because of changes in who leaves, who joins, and what directly affects average salaries across genders.

Turnover effects are particularly visible in job categories with higher salaries and uneven gender representation. In 2025, departures were especially high among Research Scholars (R2) and Senior Research Scholars (R3). R2 turnover is expected due to the fixed-term nature of postdoctoral roles. At the R3 level, eight men left this senior, higher-paid group, which contributed to a narrowing of the pay gap by reducing the average male salary. Among operational staff, the departure of several senior employees at O6 and O7 had a similar effect. These shifts illustrate how changes in workforce composition rather than changes in pay structures can influence year to year pay gap figures.

Table 5. Turnover of IIASA employees in 2025

Employees	M	W	Total	Employees	M	W	Total
Research Assistant	0	2	2	Operational O-3	1	2	3
Researcher (R-1)	4	5	9	Operational O-5	1	2	3
Research Scholar (R-2)	12	11	23	Operational 0-6	0	1	1
Senior Research Scholar (R-3)	8	1	9	Operational O-7	1	1	2
Principal Research Scholar (R-4)	1	1	2	**Total operational**	**3**	**6**	**9**
Software Developer (S-1)	1	1	2				
Software Engineer (S-2_	0	1	1				
Total scientific employees	**26**	**22**	**48**				
Total IIASA	**29**	**28**	**57**				

2.2. Recruitment in 2025

In striving to raise gender balance across its workforce, IIASA included a statement on equality, diversity, tolerance, and inclusion with all **published vacancies**, along with a link to the **IIASA Core Values and Gender Equality Plan**. IIASA evaluates measures like removing biased language and unnecessary qualifications from announcements. To reduce implicit bias, it encourages omitting photos from applications, requires selection panels of at least three employees, and provides tailored support to hiring managers. Supervisory vacancy templates now mandate a candidate statement on their DEI contributions and plans for IIASA.

Table 6. Total vacancies in IIASA filled in 2025

	2025				2024				2023		
	M	W	O	Total	M	W	O	Total	M	W	Total
Application received *	1690	1311	13	3014	1728	1328	27	3083	1492	1027	2546
Operational	2	4	0	6	3	9	0	12	11	16	27
Software professionals	0	1	0	1	1	1	0	2	2	1	3
Researchers	10	12	0	22	13	7	0	20	18	13	31
Total hired	12	17	0	29	17	17	0	34	31	30	61
Total hired	41%	59%			50%	50%			50%	50%	

**Excluding internships*

In 2025, IIASA hired 29 employees: 6 in Operational roles (2 men, 4 women), 1 Software Professional, and 22 Researchers (10 men, 12 women), as shown in Table 6. This demonstrates improvements in the gender balance in hiring practices relative to existing employees and to hiring in previous years, with 59% of new hires across the Institute being women. However, the absolute numbers remain low, indicating that such practices alone will not result in large changes to the gender gap at the Institute level.

2.3. Onboarding and early engagement

Since 2025, IIASA's Human Resources (HR) team has delivered quarterly First-Day Orientation sessions—a structured program designed to support new employees, many of whom are internationally recruited, in their transition to IIASA. The program contributes to an inclusive workplace by ensuring that all new staff have equal access to essential institutional information, are introduced to IIASA's values and practices, and can build early connections with colleagues. The orientation streamlines key administrative steps, including welcomes from the Executive, briefings on management information systems, facility tours, and a networking lunch with the IIASA Social and Culture Club (SOCU) and the Works Council, helping reduce barriers to integration.

Invitations are sent one to two weeks in advance, emphasizing attendance on the first working day of each month to enable coordinated onboarding across departments. New hires receive core documents in advance – contracts, confidentiality agreements, policies and procedures, and health and wellbeing information – to support a transparent and equitable start. Postorientation, supervisors assign a Buddy to support the newcomer's integration, and HR invites new colleagues to participate in the HR podcast series on workplace topics. After their first quarter at IIASA, employees attend an informal crossdepartmental meetandgreet to learn about the work and services of other units, thereby strengthening institutional understanding and fostering a sense of belonging across diverse teams.

2.4. Career advancement of scientists

IIASA's framework for researchers and software professionals clarifies career expectations and progression pathways. It supports staff training, international benchmarking, recruitment assessments, and prioritizes core values including gender equality contributions. Researchers advance to higher profiles after two performance reviews, evaluated by the Scientific Recognition Committee on scientific quality, funding, management skills, and DEI commitment. Transparent recognition criteria strengthen the relationships between supervisors and employees, deepen scientific engagement, and support effective reputation-building.

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 2025, a total of 99 scientists (73 men and 26 women) have advanced their careers to higher profiles (Table 7).

Table 7. Recognition of IIASA scientific profiles in 2021-2024

Recognition of higher-level	2025	2024	2023	2022	2021
R-2 Research Scholar	3 (2 ♀)	10 (4 ♀)	5 (3 ♀)	1	1
R-3 Senior Research Scholar	8 (2 ♀)	12 (7 ♀)	17 (5 ♀)	6(1 ♀)	6
R-4 Principal Research Scholar	2	4	3(1 ♀)	0	0
S-2 Software Developer	0	2	1	0	0
S-3 Software Engineer	0	1	0	0	0
Emeritus Research Scholar	0	1	6 (1 ♀)	8	0
Total	**13 (4 ♀)**	**30 (11 ♀)**	**32 (10 ♀)**	**15 (1 ♀)**	**7**

The IIASA Lifetime Achievement Award recognizes outstanding scientific contributions and long-term impact. While not specifically designed as a gender equality and inclusion measure, it may still provide insights into representation at senior career stages. In 2025, four exceptional scholars received the IIASA Lifetime Achievement Award. The awards are given to senior IIASA researchers of exceptional distinction after their formal retirement. This year, the awardees included some of the most exemplary scholars, who dedicated a large portion of their life to their work at IIASA – Markus Amann, Joanne Linnerooth-Bayer, Sten Nilsson, and Sergei Scherbov. The awards were presented by IIASA Council Chair Kazuhiko Takemoto, who highlighted the honorees' exceptional service and impact on systems analysis, integrated policy research, and global political discourse.

Presentation of the IIASA Lifetime Achievement Award during the IIASA Interaction Festival 2025. Left to right: Sergei Scherbov, Markus Amann, Joanne Linnerooth-Bayer, Sten Nilson, and representatives from IIASA's early career researchers.

3. Gender mainstreaming into scientific activities

Gender mainstreaming is an approach to achieving gender equality by deliberately embedding gender perspectives into all areas of institutional work, from planning and design through implementation, monitoring, and evaluation. At IIASA, this approach helps ensure that the diverse needs and experiences of people of all genders are considered in decision-making and daily operations.

IIASA integrates gender considerations systematically across its policies, research practices, and organizational processes rather than treating gender as a separate topic. This includes reviewing how institutional actions may affect different genders, incorporating sex- and gender-responsive analysis into research design and methodologies, and promoting equitable participation in scientific activities such as proposal development and the selection of Principal Investigators. Career advancement procedures are also reviewed to support fairness, equal pay for equal work, and work–life balance.

To maintain accountability, IIASA has established clear responsibilities and monitoring mechanisms, including annual reporting, pay-gap analysis, and policy reviews, to track progress toward gender equality. This report applies the principles of gender mainstreaming while focusing on the aspects that can currently be measured and followed up within IIASA's structure and core values.

3.1. Gender representation in research projects

IIASA aims to improve gender balance in research project leadership by ensuring that women have equal opportunity to serve as principal investigators (PI), recognizing that diverse leadership strengthens scientific excellence and innovation. The PI is responsible for developing research proposals, overseeing the project's scientific direction, and ensuring the delivery of research objectives while maintaining financial and ethical accountability.

In 2025, there were 81 new externally funded projects that were added to the IIASA portfolio, with a total contracting amount of €19,72M. In total, 57 researchers (17% of the total research employees) were listed as (co)principal investigators of these new projects, comprising 18 women and 39 men.

IIASA has made great efforts in involving women in proposal writing. In Table 8, 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. There were 115 (32%) proposals led by female scientists as principal investigators, a low number compared to 212 (68%) proposals led by male scientists (Table 8).

Table 8. Gender representation in proposal writing in 2025

	2025		2024	
Number of proposals by Principal Investigator	**Men**	**Women**	**Men**	**Women**
Successful proposals - converted to contract	40	17	42	11
Unsuccessful proposals	46	18	35	7
Proposals under processing	136	70	109	34
Proposals under negotiation	19	10	15	4
Total	**241**	**115**	**201**	**56**

In 2025, IIASA continued its efforts to strengthen gender mainstreaming by expanding opportunities for early and mid-career women scientists to participate in research leadership and proposal development. A comparison of workforce composition and proposal contributions by Principal Investigators shows that IIASA Senior Research Scholars (R3) and Principal Research Scholars (R4) accounted for the largest share of proposal contributions, whereas Researchers (R1) and Research Scholars (R2) showed contributions in external grant submissions, with women contributing to 39 (11%) of all proposals and men representing 63 (18%) of the total 356 proposals submitted in 2025 (Table 9).

It is worth noting that women in R3 roles, with 14.89 FTE, submitted 33 proposals, while women in R4 roles, accounting for just 4.95 FTE, contributed to 39 proposals, highlighting their particularly strong contribution to proposal development. These figures demonstrate the need for meaningful engagement by both early and midcareer scientists in the Institute's funding activities and reflect continued progress toward increasing women's visibility and leadership as Principal Investigators. At the same time, the data underscore the importance of sustained efforts to achieve more balanced gender representation across all stages of research design and proposal leadership.

Table 9. Number of proposals written in 2025 with breakdown of gender and career stage of Principal Investigators

Year of 2025	Workforce composition (FTE)			Number of proposals written in 2025		
	Men	Women	Total	Men	Women	Total
Researcher (R-1)	29.05	27.31	56.36	5	10	15
Research Scholar (R-2)	61.81	41.74	103.55	58	29	87
Senior Research Scholar (R-3)	36.80	14.89	51.69	86	33	119
Principle Research Scholar (R-4)	15.38	4.95	20.33	92	39	131
Others (Emeritus, Directorate)				0	4	4
Total	**143.04**	**88.89**	**231.93**	**241**	**115**	**356**

3.2. Gender representation in publications

In 2025, there were 791 IIASA publications of which 543 publications are peer-reviewed journal articles with 79% being open access. About 224 publications (28% of total) included women as either first or coauthors, and 55 publications (7% of total) had IIASA women scientists as first author. There are 122 publications (25%) with IIASA male scientists as first author. These figures suggest that women remain underrepresented in authorship, especially as first authors, indicating scope for further progress toward greater gender balance in scientific output.

3.3. Gender dimension in research projects

We noted a total of five projects with gender dimensions in research (6.2%). These projects 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 are explicitly modeled, analyzed, and examined to explore whether and how policies affect women and men differently, alongside other factors.

IIASA published 30 papers (5.2%) out of the 574 peer-reviewed publications that included gender dimensions (Table 10). This represents a slight decrease compared to previous years.

Table 10. Number of IIASA publications that include a gender dimension.

	2025	2024	2023	2022	2021
Number of IIASA publications that include a gender dimension in 2025*	30 (5.2	24 (5%)	35 (7%)	43 (11%)	39 (10%)
Number of IIASA peer-reviewed publications in 2025	574	509	515	389	392

**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.*

Here are some examples of IIASA publications led or coauthored by IIASA staff that address gender equality:

An IIASA study published in Nature Climate Change highlights that gender equality is central to societies' ability to adapt to and mitigate climate change. It shows that countries where women lack access to decision-making, education, or finance are less equipped to design effective climate solutions, from agricultural practices to energy transitions. The study, led by Marina Andrijevic with other IIASA women scientists, explores how progress or setbacks in gender equality shape future climate resilience and development pathways. Moving away from fossil fuels provides an opportunity to close gender gaps, with fair policies enabling more women to join the workforce and share care responsibilities more equally. The authors emphasize that both women and men face different risks from climate change, which must be understood to target vulnerabilities effectively. The research was supported by the SPARCCLE project and the European Research Council's POPCLIMA grant under Horizon Europe.

The Countdown to 2030 for Women's, Children's, and Adolescents' Health report, coauthored by Josephine Borghi, analyzes global and regional trends in reproductive, maternal, newborn, child, and adolescent health and nutrition across low- and middle-income countries. Findings reveal that while health outcomes have improved since 2015, progress has slowed markedly compared to the Millennium Development Goal era, putting the 2030 Sustainable Development Goals at risk. Sub-Saharan Africa and South Asia remain the most affected regions, with widening inequalities, debt burdens, and conflicts impeding advances. Economic stagnation, gender inequity, and climate change further threaten women's and children's health. Mortality rates have declined but at insufficient speed, and malnutrition remains a major concern. The report calls for renewed global commitment, stronger health systems, and equitable financing to sustain and accelerate progress.

IIASA also worked on overcoming challenges faced by diverse and marginalized populations. The study examines how citizen data can be used to monitor Sustainable Development Goal (SDG) 16 on satisfaction with public services in Ghana. Led by Dilek Fraisl, the results reveal that the citizen-generated data, can fill critical gaps in official statistics, especially for marginalized and hard to reach groups. Inclusive design features (local languages, audio, sign-language support, offline access) and targeted community outreach enabled participation by people with disabilities, semi, or nonliterate residents, and those without smartphones.

In addition, Thomas Arnhold led a study on mapping inequalities in the health of older adults in 41 countries, offering valuable insights for targeted policy action.

3.4. Gender representation in participation in scientific activities outside IIASA

Participating in scientific activities, both inperson and virtually, remains essential to IIASA's research mission. Through conferences, workshops, fieldwork, lab visits, stakeholder engagements, and policy dialogues, IIASA scientists present their work, gather data, collaborate with peers, strengthen professional skills, and stay informed about developments in their fields. These activities not only support scientific advancement but also enhance IIASA's visibility and impact within global research and policy communities.

In 2025, IIASA staff continued to demonstrate strong engagement in external scientific activities, recording **1,528 travel engagements** (including online participation), similar to the numbers in 2024 and 2023. Of these, **966** were undertaken by men and **562** by women, reflecting a distribution in line with previous years. Roles within these activities also followed similar patterns across the threeyear period. In 2025, IIASA scientists participated in 420 events as attendees, with 174 of these involving women. Travel for speaking engagements remained the largest category, reaching 635 instances, including 234 by women, underscoring their continued contribution to scientific discussions and international fora. Training-related engagements were more limited, with 27 instances overall, nine of which involved women.

Table 11. IIASA participation in external scientific activities

Year	2025			2024			2023		
Gender	Men	Women	Total	Men	Women	Total	Men	Women	Total
Travel (incl. online)	966	562	1,528	1,039	541	1,580	961	548	1,509
Travel as participant	246	174	420	281	150	431	279	163	442
Travel as speaker	401	234	635	426	235	661	404	208	612
Travel as trainer	18	9	27	12	8	20	14	10	24

Overall, the data show stable levels of participation and continued meaningful engagement by both men and women across participant, speaker, and trainer roles. Women remain active contributors to IIASA's external scientific presence, further strengthening their visibility and leadership within the broader research community. However, similar to the general representation of women in scientific roles at IIASA, women participate in external activities less frequently than men, highlighting the need to increase the participation of women overall.

3.5. Capacity building and Personal Development Training Program

In 2025, a number of capacity-building initiatives were organized by IIASA. This included:

- 20 seminars, lectures, and workshops hosted by IIASA research programs.
- 10 workshops by the Communications and External Relations (CER) Department.
- 6 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.
- 8 workshops by the Grant Management team related to funding and proposal writing.
- 2 workshops and 2 podcasts by the Human Resources Department on IIASA employment contracts and benefits.
- Several workshops hosted by various clubs of the IIASA Staff Social and Cultural Association

(SOCU), such as the Women in Science Club (WISC), the Public Speaking Club, the Improv Club, and the Biodiversity Club.

- Continuation of the Summer School for Systems Modeling with several IIASA scientists and operational staff participating as trainers and facilitators.
- Climate Champions program engaging with Austrian high schools with several IIASA scientists and operational staff participating as trainers and facilitators.

A total of four employees – two women and two men – received benefits from the 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 Scientists 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 paper, 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 2025, IIASA hosted 49 young minds, comprising women andmen from 27 countries including Australia (1), Austria (2), Brazil (1), Chile (1), China (11), Czech Republic (1), Egypt (1), Finland (1), Germany (3), India (2), Indonesia (1), Iran (2), Italy (1), Japan (1), Kenya (2), The Republic of Korea (1), Lebanon (1), Madagascar (1), Mexico (1), Nigeria (1), Norway (1), Russia (1), Sweden (3), Ukraine (1), the USA (5), and Vietnam (1).

Young Scientists Summer Program 2025

4. Work-life balance and working environment

IIASA remains committed to cultivating a healthy, supportive, and inclusive workplace where employee wellbeing is an integral part of institutional culture. Through a broad set of initiatives, policies, and benefits, the Institute supports staff in balancing professional and personal responsibilities while thriving in a diverse, international research environment.

4.1. Health and inclusion in the workplace

IIASA provides a framework of health and wellbeing resources designed to support both the physical and psychological needs of its staff. This framework includes regular onsite consultations with the occupational physician, confidential sessions with the occupational psychologist, and dedicated assistance from the HR Officer for Wellbeing and Accessibility. IIASA also collaborates with external partners such as fit2work and NEBA to offer additional expertise and support. All services are strictly confidential and tailored to the needs of employees working in an intercultural, highperformance environment.

In 2025, IIASA strengthened its commitment to workplace inclusion by addressing menopauserelated challenges and raising awareness of women's health. Through its partnership with the European Menopause and Andropause Society (EMAS), the Institute joined the #MenopauseAtWork campaign, providing evidencebased resources, hosting information sessions, and fostering a more supportive and inclusive work environment. These efforts reflect IIASA's ongoing dedication to creating a supportive, informed, and inclusive environment where all employees feel respected and able to thrive.

4.2. Employee representation and community building

The IIASA Staff Social and Cultural Association (SOCU) promotes inclusivity and belonging through cultural, social, and recreational initiatives. Every IIASA staff member with an active contract is a member of 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 employees also appointed a Works Council, who advocate employee rights and fair working conditions. The SOCU Board coordinates with the IIASA Directorate and Works Council where members' interests and concerns bridge these areas of responsibility.

4.3. Policies supporting flexibility, wellbeing, and transparency

In 2025, IIASA reinforced its commitment to transparency and accountability by updating the Outside Activity Policy, encouraging staff to record external professional engagements in the internal system. This update ensures alignment with institutional values and supports a culture of openness, integrity, and responsible conduct.

IIASA's benefits framework is designed to support the diverse needs of its international and local workforce and is structured across four main areas. Under the Austrian Federal Law for IIASA,

employees benefit from exemption from Austrian income tax, while non-resident Austrians have the option to select private insurance alternatives. Non-Austrian staff and their families receive legitimation cards, which also grant dependents the right to work in Austria.

In addition, Austrian labor and social legislation provides employees with five weeks of annual leave, rising to six weeks after longer service, along with comprehensive social insurance coverage, including health, accident, retirement, and unemployment protection. Employees are further supported through parental leave provisions, childcare allowances, maternity protection, and a range of family-related benefits.

Complementing these statutory entitlements, internal rules and Works Council agreements offer a range of additional advantages. Staff may use up to 100 home-office days per year and benefit from five additional holidays. Researchers may access consultancy leave, while all employees are covered by non-contributory accident insurance. Dual-career support is available for relocating families, and staff may access subsidies for private insurance.

Finally, IIASA's institute-specific HR policies provide tailored support to facilitate international relocation, integration, and overall wellbeing. These include relocation allowances, travel reimbursements, temporary housing, and assistance with visas and residence permits. Employees also have access to training funds, professional development programs, occupational health services, and school fee subsidies, as well as subsidized canteen meals, support for computer glasses and vaccinations, and free access to the gym and Laxenburg Park.

Together, these measures create a comprehensive and supportive benefits environment that helps IIASA staff balance their professional responsibilities with personal and family needs while thriving in an international research setting.

To enhance transparency and employee understanding, the HR team continued the HR Podcast Series**,** offering accessible guidance on contract-related, legal, and procedural matters. Sessions such as *"Understanding the Employment Contract"*ww*"Benefits for international hires"*, helped employees navigate key aspects of their employment conditions.

4.4. Leave entitlements

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 11, the number of unused annual leave by percentage was presented for all research profiles and operational grades. There is a noticeable decrease in the percentage of unused annual leave days from 2023 to 2025 for both scientific and operational employees. This trend is observed across all genders, with men showing a slightly greater reduction. Taking annual leave as intended for rest and rejuvenation, and personal time is essential to fostering a balanced, productive, and thriving work environment.

Table 12. Percentage of unused annual leave at IIASA – 2024

Profile/Grade	2025		2024		2023	
	Men	Women	Men	Women	Men	Women
Average for scientific employees	13 %	14 %	18.18%	17.8%	30.47%	31.94%
Average for operational employees	10 %	9 %	17.1%	13.88%	32.53%	28.20%

IIASA offers several forms of leave in addition to annual leave, including nursing leave, relocation leave, maternity leave, paternity leave, and unpaid leave. Nursing leave enables employees to care for family members, while relocation leave allows staff to use up to two days off per year to move their residence. Parental leave supports the wellbeing of employees and their families by reducing stress, improving postpartum health, and helping parents balance work and caregiving responsibilities that also contribute to higher job satisfaction and productivity for the Institute.

In 2025, 13 female and six male IIASA employees (less than 4%) took maternity, paternity, or unpaid leave.

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. Employees can file an anonymous report via the internal Whistleblower system, or via the Human Resources and Work Council. No cases of sexual harassment or sexism were reported in 2025.

6. Lessons learned and recommendations

6.1. Gender pay gap

The gender pay gap persists, particularly at the Senior Research Scholar (R-3) level and Operational grade O-2. 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:

- Conduct periodic reviews of remuneration across research programs to ensure consistency and equity.
- Strengthen transparency in salary-setting principles and internal communication of pay structures where appropriate.

- Continue efforts through regular pay audits and equitable policies to ensure gender pay equity at all levels.
- Strengthen accountability by ensuring that supervisors, including Department Heads, Research Group Leaders, and Program Directors, actively monitor and support equitable compensation practices within their teams.

6.2. Persistent systemic issues

Women across both scientific and operational roles continue to face systemic barriers that shape their career progression and daily work experiences. These challenges include gender bias, limited access to leadership pathways, unequal distribution of care responsibilities, and inclusion in research proposal authorships. In operational roles in particular, women encounter additional barriers such as limited visibility, fewer development opportunities, and historically gendered divisions of labor. Together, these systemic patterns hinder equitable participation and representation of women at all levels of the Institute.

Recommendations:

- Strengthen the Gender Equality and DEI Plan by defining diversity clearly, applying it consistently, and addressing structural inequality drivers.
- Enhance leadership pathways for women scientists by combining targeted support (mentoring, proposal, and publication guidance) with institutional measures that remove advancement barriers.
- Increase women's participation in scientific activities by prioritizing involvement in proposals, authorship, networking, and external engagements supported by trained and accountable leadership.
- Broaden development opportunities for operational staff by enabling crossdepartmental exposure and mobility.
- Foster open, safe dialogue on workload and wellbeing by encouraging regular checkins and normalizing discussions about workload concerns, including unused leave.
- Expand flexible work options and caregiver support by implementing and clearly communicating policies that help employees balance professional and care responsibilities.
- Embed wellbeing and sustainable work practices by promoting respect, fairness, realistic workloads, healthy boundaries, and work–life balance as core organizational norms.

6.3. Multigenerational workforce

IIASA's age distribution reveals a strong midcareer workforce, a potential shortage of earlycareer talent, and an upcoming retirement wave. These trends have implications for inclusion, leadership continuity, and longterm institutional capacity.

Key observations include:

- Strong midcareer representation (30–49) supporting current operations and forming the backbone of future leadership.
- Underrepresentation of earlycareer staff (20–29) indicating a need to strengthen recruitment pipelines.
- Growing senior cohort (50+) highlighting upcoming knowledgetransfer and succession challenges.

Recommendations:

a. Strengthen earlycareer pipelines (<29)
   - Enhance onboarding and mentoring to improve retention.

b. Support midcareer development (30–49)
   - Strengthen work–life balance policies, particularly during family-formation years. Maintain strong retention through IIASA benefits.

c. Address gender imbalances across scientific and operations workforce
   - Establish mentorship programs for women and early career researchers.
   - Monitor genderbalanced hiring panels.
   - Monitor promotion and careerprogression pipelines.

d. Prepare for knowledge transfer in senior cohorts (50+)
   - Implement structured handover and mentorship systems.
   - Expand phased retirement and emeritus pathways.
   - Strengthen retention strategies for hardtoreplace expertise.

e. Succession planning across all levels
   - Early identification for critical roles and competencies.
   - Invest in leadership development in both research and operations.
   - Introduce workforce risk mapping (retirement, skills gaps).

f. Tailored benefits by career stage
   - Training and development opportunities should remain open to all staff, while additional support may be offered depending on life circumstances and career stage.
   - Early career employees benefit from training grants and development opportunities.
   - Mid-career employees continue to benefit from relocation support, parental leave, flexible work, and caregiving-related measures.
   - Later-career employees benefit from health and ergonomic support, flexible arrangements, and retirement planning.
   - For employees of all ages, flexible work, training, and health/ergonomic adjustments should remain accessible where needed.

g. Promote crossgenerational collaboration
   - Encourage mixedage project teams and intergenerational mentoring.
   - Introduce reverse mentoring for digital and emerging skills.

6.4. Gender equality in leadership

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

Recommendations:

- Strengthen pathways for women's progression into leadership roles through structured development programs.
- Consider the use of gender balance targets where legally and institutionally appropriate.
- Expand leadership opportunities through restructuring or creating new roles could also help address this issue.
- Enhance transparency in leadership selection and promotion processes to support equitable access to senior roles.

twitter.com/**iiasavienna**

facebook.com/**iiasa**

blog.iiasa.ac.at

linkedin.com/company/**iiasa-vienna**

youtube.com/**iiasalive**

flickr.com/**iiasa**