



Gender Equality and DEI Plan 2026-2028



DIVERSITY



EQUITY



INCLUSION



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 06 July 2026

ZVR 524808900

© Report design: Bekhzod Makhkamov | IIASA

© Cover pattern: Twin Rizki | Dreamstime



Gender Equality and DEI Plan 2026-2028

Contents

1. Preface	5
2. Definition	8
3. Vision	9
4. Strategic framework	9
5. Objectives	11
5.1 Pillar 1 — Evidence, public transparency, and accountability	11
5.2 Pillar 2 — Workforce development, equity, and representation	12
5.3 Pillar 3 — Inclusive, accessible, and safe workplace	13
5.4 Pillar 4 — Governance, policy integration, and institutional resourcing	14
5.5 Pillar 5 — Gender-responsive and inclusive research excellence	14
6. Publications	15
7. Dedicated resources	15
7.1 Gender Equality & DEI Officer	15
7.2 Forum for Gender Equality & DEI	16
7.3 Health, wellbeing, and accessibility	16
8. Data collection	17
8.1 Roles and responsibilities in data collection	17
9. Validity and continuous progress	18

1. Preface

For over fifty years, the International Institute for Applied Systems Analysis (IIASA) has pioneered applied systems analysis, offering integrated solutions and policy-relevant insights to address the world's most pressing sustainability challenges. From climate change, energy systems, and biodiversity to migration, demographic change, economic development, and governance of global risks, IIASA provides policymakers worldwide with science-based insights to support decisions on complex and interconnected sustainability challenges. By fostering global collaboration and bringing together experts from diverse disciplines, the Institute drives innovative research that helps shape resilient, equitable, and sustainable futures.

The IIASA core values, established in 2021, set out a clear vision for creating an inclusive, supportive, and high performing workplace. Grounded in the institute's ASPIRE values – Accountability, Social Equity, People Centeredness, Integrity, Respect, and Excellence – it promotes practices that ensure staff feel valued, respected, and empowered. IIASA commits to a safe and welcoming environment by maintaining zero tolerance for bullying, harassment (including sexual harassment), and other forms of misconduct, ensuring all staff can work with confidence and dignity. This IIASA human resources people strategy, as part of IIASA Strategy 2021-2030, places strong emphasis on diversity and inclusion, highlighting the importance of gender equality and aiming to increase gender balance in leadership, while also broadening the representation of people from diverse cultural, geographic, educational, and professional backgrounds across its workforce. Equity, fairness, and work life balance are integrated into recruitment, access to benefits, and career development practices. Through transparent leadership processes, career pathways, and ongoing training, IIASA strengthens its commitment to professional growth and organizational excellence, positioning itself as an employer of choice for global talent.

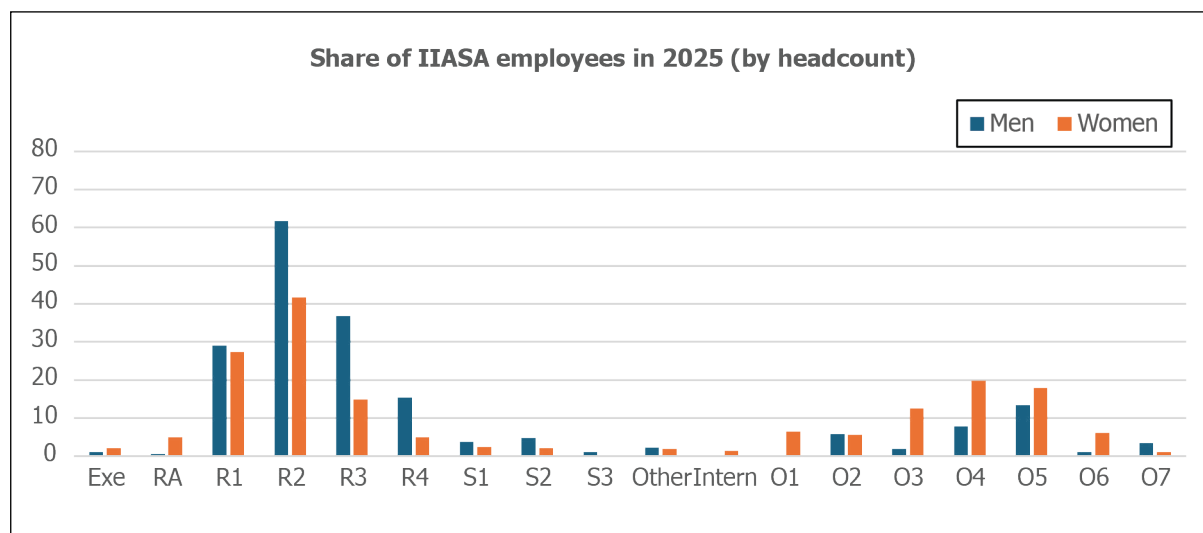
Aligned with the IIASA Strategy 2021–2030 and the Research Plan 2021–2024, IIASA introduced a new process in 2021 for recognizing scientific employees through the Policy on Adapted Profiles of the European Framework for Research Careers. This policy provides a structured approach to evaluating researchers based on demonstrated competencies, skills, achievements, and contributions, ensuring that career development is assessed transparently and consistently. The European Framework outlines four broad career stages, which IIASA has adapted into its own scientific profiles: Researcher (R1), Research Scholar (R2), Senior Research Scholar (R3), and Principal Research Scholar (R4). In addition to these scientific roles, IIASA also recognizes the essential contributions of research software professionals, who are categorized as Research Software Developers (S1), Senior Research Software Developers (S2), and Research Software Engineers (S3), reflecting the growing importance of advanced computational expertise within the Institute's research activities.

Building on this work, IIASA implemented a new grading system for operational employees in 2023, ranging from O1 to O7. Developed through extensive consultation with Program Directors and Department Heads, the Grades of Operational Positions Policy represents a significant step toward ensuring clarity and consistency across all non-scientific roles. The system covers administrative positions, operational roles embedded in research programs, and non-executive roles within the Directorate, providing a unified framework for classification, and HR processes. Each grade corresponds to a defined level of responsibility and reflects the complexity and scope of the position. This harmonized structure strengthens equity, transparency, and organizational coherence across the entire institute.

In 2025, IIASA employed 470 staff members, comprising 52% men and 48% women. Approximately 70% of the workforce were scientific employees and 30% were operational employees, with the

distribution of roles shown in Figure 1. Within the scientific profile, most employees were classified as R1 to R4 profiles in which men are predominant. In contrast, most operational employees were concentrated in grades O4 and O5, where women form the majority. An exception is grade O7 – the highest operational grade – where men predominate, reflecting the concentration of department head positions at this level.

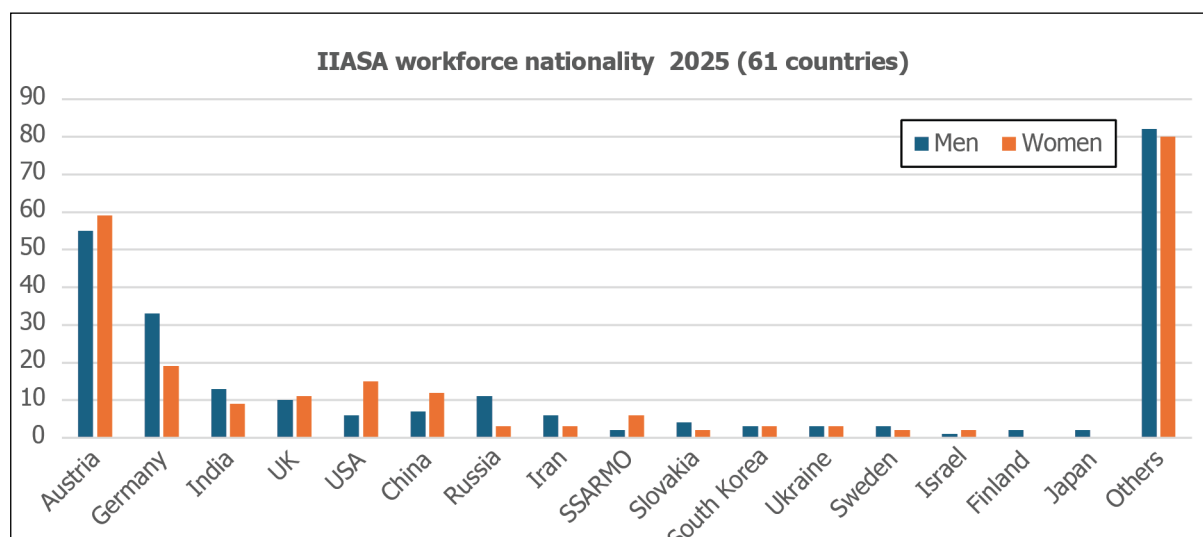
Figure 1. Share of IIASA workforce in 2025 (by headcount)



Note: Exe= Executives, RA = research assistant, Other = Emeritus or advisory appointments

IIASA employees come from many nationalities (see Figure 2) and span several generations (Figure 3), which calls for IIASA to address diversity, equity, and inclusion among its workforce.

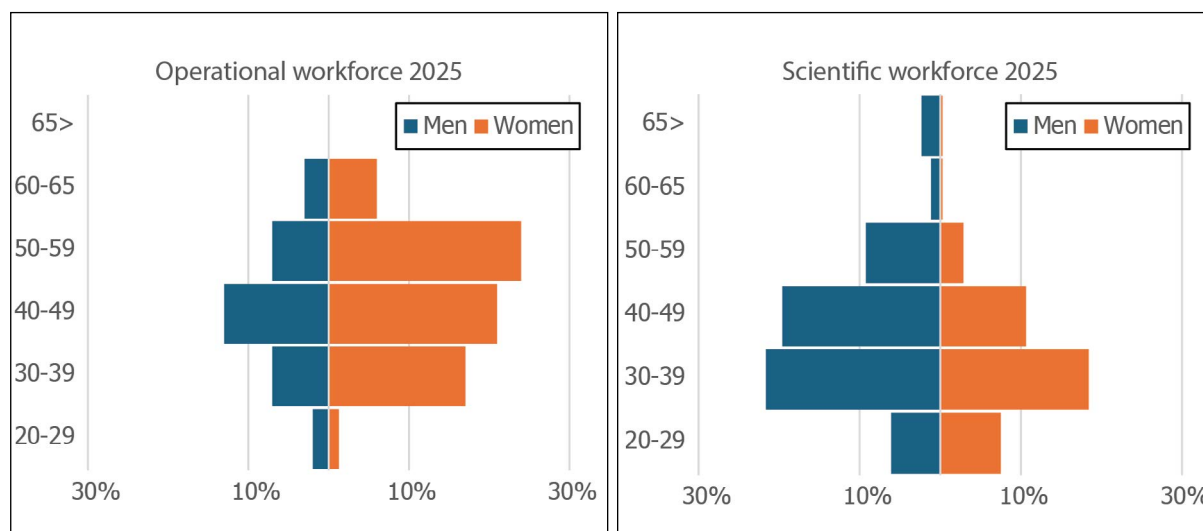
Figure 2. IIASA workforce Nationality in 2025, primarily by IIASA member organization countries.



Note: IIASA’s Sub-Saharan Africa Regional Member Organization (SSARMO) includes 18 African countries: Botswana, Burkina Faso, Côte d’Ivoire, Ethiopia, Ghana, Kenya, Malawi, Mozambique, Namibia, Nigeria, Rwanda, Senegal, Sierra Leone, South Africa, Tanzania, Uganda, Zambia, and Zimbabwe.

IIASA’s workforce in 2025 reflected a vibrant and highly international community, bringing together employees from **61 nationalities** across Europe, Asia, the Americas, Africa, and beyond. This cultural and geographic diversity is a defining feature of the Institute and contributes significantly to its scientific excellence, global relevance, and capacity to engage with international research partners. As shown in Figure 2, Austria, Germany, India, the United Kingdom, and the United States represent some of the largest national groups, while the “Others” category – encompassing dozens of additional countries – forms the largest share overall, underscoring the breadth of IIASA’s global reach.

Figure 3. IIASA workforce age distribution 2025



From Figure 3 the age distribution of the IIASA workforce shows a strong concentration of employees in the 30–39 and 40–49 age groups, a strong mid-career workforce, especially for women in operations and men in scientific categories. Younger employees (20–29) represent a smaller portion of the workforce, while employees aged 50–59 remain well represented across genders in operational roles; however, among scientific employees in this age group, men outnumber women. The proportion of employees decreases in the 60–65 and 65+ ranges, with only minor differences between women and men.

In 2024 and 2025, IIASA reported a gender pay gap of **3.6%** and **2.5%** respectively, reflecting the Institute’s continued commitment to advancing pay equity across all employee groups. However, over the course of the past year, several research profiles showed an alarming pay gap (up to 5%) that highlights the need for targeted action. The reported gender pay gap represents the aggregate difference in average remuneration between women and men employees, taking into consideration workforce categorization by role type (scientific profile and operational grades) and seniority distribution. Although no organization can achieve complete parity without continuous monitoring and structural alignment, this result demonstrates meaningful progress and sustained institutional effort. In line with EU pay transparency requirements by June 2026, IIASA engaged with an EU-funded external consultant to conduct a pay gap audit. Narrowing the pay gap is the outcome of ongoing pay audits, strengthened transparency measures, and the implementation of fair and consistent compensation practices. IIASA will continue building on this positive trajectory by reviewing salary structures, ensuring equitable progression opportunities, and addressing any emerging disparities through evidence-based interventions.

2. Definition

Sex

Sex refers to a person's legal sex as recorded in official legal documents (e.g., passport or national identity document). At IIASA, data on sex is provided by employees based on their legally recognized documentation and is collected for administrative and reporting purposes where required by law or institutional obligations.

Gender

Gender refers to a person's self-declared identity, which may or may not correspond to their sex as recorded in legal documents. Gender is understood as a social and personal characteristic that relates to how individuals identify themselves. IIASA recognizes that gender identity exists beyond a binary framework and respects individuals' right to define their own gender.

Gender equality

Gender equality refers to the state in which all people, regardless of their gender or sex, have equal rights, responsibilities, opportunities, and access to resources. In the context of IIASA, gender equality means ensuring that no individual is disadvantaged or excluded in employment, career progression, decision-making, remuneration, or access to institutional resources on the basis of gender or sex.

Diversity

Diversity refers to the presence and recognition of differences among individuals within the workforce. This includes, but is not limited to, differences in gender, sex, nationality, ethnicity, age, disability, sexual orientation, gender identity, cultural background, socioeconomic background, religion or belief, and professional experience. IIASA values diversity as a strength that enhances scientific excellence, innovation, and organizational effectiveness.

Equity

Equity refers to the principle of fairness in access to opportunities, resources, and outcomes. Unlike equality, which focuses on treating everyone the same, equity recognizes that individuals may have different starting points, needs, or barriers and therefore may require differentiated measures or support to achieve fair and comparable outcomes. At IIASA, equity-informed actions are taken to address structural and systemic inequalities.

Inclusion

Inclusion refers to the creation and maintenance of a working environment in which all individuals feel respected, valued, and able to fully participate and contribute. An inclusive workplace actively addresses barriers to participation, ensures that diverse voices are heard in decision-making processes, and promotes a culture of belonging, mutual respect, and psychological safety.

Accessibility

Accessibility refers to the design and implementation of physical spaces, digital systems, information, services, and organizational processes in ways that ensure equal access and participation for all individuals, including people with disabilities. At IIASA, accessibility is understood as a proactive and ongoing commitment to removing barriers and providing reasonable accommodation where needed.

3. Vision

Based on the 2025 data on IIASA's workforce, the Institute's multicultural and intergenerational environment are a major institutional strength, but it also presents challenges that require ongoing attention. Differences in languages, communication styles, cultural norms, and work expectations can enrich collaboration, while also requiring awareness and adaptability in teamwork and decision-making. Navigating this diversity requires organizational practices that promote mutual understanding, inclusive communication, and intercultural competence. IIASA therefore invests in DEI and leadership development initiatives to strengthen collaboration in a diverse international environment and to ensure that all employees feel respected, valued, and able to contribute fully.

The vision of the IIASA Gender Equality & DEI Plan 2026-2028 is to foster an inclusive environment where gender diversity and DEI are celebrated, valued, and leveraged as a competitive advantage, ensuring equal opportunities for career advancement, fair compensation, and meaningful participation in all aspects of institutional life.

4. Strategic framework

The IIASA Gender Equality Plan 2026–2028 (GEP) builds on substantial existing knowledge, expertise, and institutional commitment, as well as requirements from Funders and the European Union, including:

1. Institutional commitment and leadership: The GEP is underpinned by a clear pledge from IIASA management: *"With the Gender Equality Plan, IIASA commits itself to gender equality and to ensuring development opportunities that match the competences and qualifications of its staff."* Creating a workplace where everyone can contribute and thrive equally is central to this commitment.
2. People Strategy: The IIASA People Strategy strengthens the Institute's culture of engagement and wellbeing by advancing the ASPIRE values (Accountability, Social Equity, People Centered, Integrity, Respect, Excellence). Its objectives, such as managing talent across IIASA and supporting staff to fulfill their potential, align with recommendations from the European Commission's *Horizon Europe – Work Programme (created in 2021, updated in 2025)* for developing institutional Gender Equality Plans, as presented in Box 1.

Box 1: European Commission requirements and recommended areas for Gender Equality Plans

Mandatory requirements:

1. Publication: A formal document published on the institution's website and signed by the top management.
2. Dedicated resources: Commitment of resources and expertise in gender equality to implement the plan
3. Data collection and monitoring: Sex/gender disaggregated data on personnel and annual reporting based on indicators
4. Training: Awareness raising/training on gender equality and unconscious gender biases for staff and decision-makers

Recommended areas:

- A. Work-life balance and organizational culture
- B. Gender balance in leadership and decision-making
- C. Gender equality in recruitment and career progression
- D. Integration of the gender dimension into research and teaching content
- E. Measures against gender-based violence, including sexual harassment

3. Compliance with the EU Pay Transparency Directive (Box 2): As an international research institute operating within the EU, IIASA needs to align with the EU Pay Transparency Directive, which will be implemented starting in June 2026. The directive introduces measures such as mandatory disclosure of salary ranges in job postings, a ban on requesting candidates' salary history, and the right for employees to access pay-related information. IIASA is required to report gender pay gaps, with reporting frequency based on size. Where unjustified gaps exceed 5%, a joint pay assessment will be necessary.

Box 2: European Union Pay Equity Directive 2026 (Directive (EU) 2023/970)

Mandatory requirements:

1. Recruitment: Compulsory for employers to inform job seekers about the starting salary or pay range of advertised positions, whether in the vacancy notice or ahead of the interview. Employers will also be prevented from asking candidates about their pay history.
 2. Current employees: Entitled to ask their employers for information about:
 - a. Average pay levels, broken down by sex, for categories of employees doing the same work or work of equal value.
 - b. The criteria used to determine pay and career progression, which must be objective and gender neutral.
 3. Report: Companies with more than 250 employees will be required to report annually on the gender pay gap in their organization to the relevant national authority.
 4. Joint pay assessment if the gender pay gap in the same category of employees is more than 5% and not justifiable on objective gender-neutral factors.
4. Code of conduct and policies: The IIASA Code of Conduct, together with the Dispute Resolution Policy and Procedures, establishes a framework to prevent and address all forms of discrimination, setting clear expectations for respectful and equitable behavior across the Institute.
 5. Scientific activities: IIASA research programs integrate gender perspectives both institutionally and in research content. By addressing gender issues in science, they aim to identify and promote innovative social and institutional solutions for sustainable human development that leave no one behind.
 6. While keeping the mandatory requirements and recommended areas from the previous plan, the current goals of the GEP 2026-2028 were developed based on lessons learned and recommendations from three previous annual IIASA Gender Equality Reports (2023-2025). They were also informed by feedback from IIASA employees, the [IIASA Council](#), the [IIASA Science Advise and Review Board](#), and the Committee of External Scientific Review, an independent body appointed by the IIASA Council to review IIASA's 2021-2024 self-assessment report.

5. Objectives

Based on the strategic framework in section 3 and data on IIASA's workforce in 2025, the Institute has defined the following objectives to advance gender equality and broader DEI integration in the upcoming reporting periods 2026–2028:

5.1 Pillar 1 — Evidence, public transparency, and accountability

Since 2023, IIASA has built internal capacity and allocated resources to systematically collect, monitor, and publish gender- and diversity-disaggregated data (Sections 6–7). The annual Gender Equality report – published on the IIASA website – now forms an institutional feedback mechanism, providing recommendations for executives, supervisors, and staff to strengthen accountability and transparency across the organization.

Strategic objectives and actions (2026–2028)

1. Continue to improve data collection and monitoring of indicators

Objective: Ensure robust data collection and monitoring practices for accountability and to ensure alignment with the plan.

Action: Review, evaluate, and revise existing gender and diversity data collection and monitoring practices to improve data quality, consistency, and reporting.

2. DEI-responsive communication

Objective: Ensure IIASA's communication channels reflect balanced and inclusive representation.

Actions: Maintain gender-balanced and diversity-aware representation across IIASA's premises, website, and social media.

Introduce brief DEI communication guidelines to support inclusive language and imagery, such as captions for online meetings and videos to support people with diverse accessibility needs (e.g., auditory, visual).

3. Evidence-based leadership and governance

Objective: Ensure executives and senior leaders use DEI indicators to inform decisions.

Action: Use annual DEI indicators during leadership reviews, including diversity and gender representation, gender pay gap, merit increases, and promotion outcomes, to inform workforce planning and policy updates.

4. Leadership accountability

Objective: Embed DEI responsibility in annual leadership performance expectations.

Action: Require all Program Directors (PDs), Research Group Leaders (RGLs), Heads of Departments/Units, and Managers to complete DEI training and set at least *one DEI-related goal* in their annual performance evaluation.

5.2 Pillar 2 — Workforce development, equity, and representation

IIASA has strengthened its workforce policies and practices to enhance equity and representation. Progress was observed in the recognition process for scientific employees. IIASA continuously works on improving transparency in salary ranges, merit procedures, and grade adjustment criteria for operational employees.

The Institute continues to ensure gender representation in internal task forces and committees. Recruitment processes increasingly use gender and diversity-balanced shortlists (where legally permissible), along with transparent selection procedures. The Young Scientists Summer Program (YSSP) and postdoctoral recruitment cycles consistently maintain gender and diversity-balanced intakes.

Strategic objectives and actions (2026–2028)

1. Gender pay equity and fair compensation

Objective: Strengthen pay equity and ensure that gender pay disparities remain below 5% across all grades by 2028.

Action:

- Equip Program Directors and Heads of Departments or Units with an annual pay equity review process and adjust remuneration processes when disparities are identified, ensuring timely corrective measures.
- Publish the salary scale internally for transparency through internal communications channels.
- Develop a policy (and procedure) for grade readjustment for Operational Employees.

2. Leadership development and mobility for women

Objective: Increase leadership opportunities and career mobility for women and non-binary individuals in both research and operational roles.

Action:

- Facilitate voluntary cross-department mobility or short-term assignments to broaden exposure and experience.
- Introduce a structured mentoring scheme that supports earlycareer scientists in their professional development and equips RGLs and PDs to provide effective, careerstage-specific guidance.

3. Mid-career retention

Objective: Support retention and career progression for midcareer staff (typically aged 30–49) and better accommodation of those with family and caring obligations.

Actions: Continue to implement family-friendly rules and policies, such as flexible work arrangements, schedule meetings in the morning (when feasible) and return-to-work support after parental leave.

5.3 Pillar 3 — Inclusive, accessible, and safe workplace

IIASA maintains a zero-tolerance policy against discrimination, violence, and sexual harassment, supported by confidential reporting mechanisms, trained case handlers, annual awareness programs, and a clear institutional response protocol. Supervisors conduct annual performance and development reviews that incorporate discussions on workload management, annual leave, and the prevention of career penalties related to caregiving responsibilities.

Strategic objectives and actions (2026–2028)

1. Improve physical, digital, procedural, and informational accessibility

Objective: Ensure that all aspects of the workplace – spaces, policies and procedures, and information – are accessible to all employees.

Actions:

- Conduct an annual accessibility review (physical, digital, and procedural) and prioritize a minimum of 1–2 improvements each year under the responsibility of the HR Officer for Health, Wellbeing, and Accessibility.
- Ensure key internal documents (policies, procedures, benefits) are easy to find and written in clear, accessible language.

2. Ensure equitable access to benefits, training, and work arrangements

Objective: Guarantee that all employees, regardless of role or background, have fair access to development opportunities and practical working options.

Actions:

- Track participation in training, benefits, and flexible arrangements to identify and address inequities.
- Ensure supervisors discuss available benefits and flexible options during annual performance and development reviews.

3. Monitor and support healthy workload and leave practices

Objective: Promote wellbeing through responsible workload management and healthy use of annual leave.

Actions: Mandate supervisors to discuss staff wellbeing, workload boundaries, and leave planning at least once a year, using the Performance Development Review to document agreed actions with clear timelines for completion.

4. Improve safety, reporting, and antiviolenence measures

Objective: Ensure a safe and respectful workplace by strengthening systems to prevent and address harassment and genderbased violence.

Actions:

- Raise awareness of internal reporting channels, such as the whistle blower mechanism to increase trust and reduce fear of reprisals.
- Provide mandatory training for all staff and supervisors on prevention, response, and bystander intervention.

- Communicate clear procedures and protections so staff understand how concerns are handled and what safeguards exist.
- Conduct regular anonymous climate assessments to identify issues early and monitor progress.

5.4 Pillar 4 — Governance, policy integration, and institutional resourcing

IIASA strives to continue embedding diversity, equity, and inclusion into its governance, operations, and policy frameworks. Mandatory GE/DEI training for all employees and supervisors strengthens institutional culture and awareness. Dedicated resources and support mechanisms provide structure and continuity for the implementation of these efforts (see Section 7).

Strategic objective and actions (2026–2028)

1. Monitoring indicators for workforce planning.

Objective: Ensure that governance processes such as recruitment, appointment of key positions, and workforce planning are transparent, equitable, and age-responsive (such as inclusion of Early Career Researchers, if feasible).

Actions: Conduct a biannual reviews and publish a short institutional DEI accountability snapshot summarizing progress, using clear and meaningful indicators for internal use.

2. Inclusion of Forum for Gender Equality and DEI in the consultation of new/revised policy and procedures.

Objective: Ensure all new and revised organizational policies and procedures integrate gender equality and DEI principles by systematically consulting the Forum for Gender Equality and DEI during the development and review process.

Actions:

Track and document feedback: Maintain a centralized log of all Forum recommendations and include a concise “DEI Review Summary” in each final policy package to show how DEI inputs were considered.

Provide capacity building: Deliver targeted training to Forum members on policy analysis, inclusive language, and relevant legal or organizational frameworks to strengthen the quality of DEI contributions.

5.5 Pillar 5 — Gender-responsive and inclusive research excellence

IIASA promotes high-quality research systematically considering gender, diversity and inclusion, enhancing scientific excellence, societal relevance, and alignment with funder expectations.

Strategic objectives and actions (2026–2028)

1. Strengthening DEI integration throughout the research cycle

Objective: Promote the integration of DEI considerations across internal research processes – from idea generation to dissemination.

Actions:

- Offer short, practical workshops focused on gender-responsive research design, case studies, and alignment with funder requirements.
- Provide training to colleagues on how to incorporate DEI considerations into proposal drafts.
- Develop an online resource hub with examples, FAQs, templates, and guidance from key research funders.

2. Position IIASA as a model for gender mainstreaming in science

Objective: Embed gender equality and DEI principles in external engagement to establish the Institute as a recognized leader in gender-responsive science and scientific policy.

Actions:

- Collaborate with universities, research consortia, and organizations advancing gender equality in STEM to showcase IIASA's work.
- Promote Balanced Representation in Scientific Leadership.
- Encourage Program Directors to consider gender balance when nominating colleagues for external participation in activities with reputable scientific organizations and partners.
- All staff members are encouraged to actively present IIASA's gender-mainstreaming achievements at international conferences, forums, and scientific networks to position the Institute as a reference point in the field.
- Showcase projects, publications, and policy contributions that integrate gender perspectives through IIASA communication channels, reports, and outreach activities.

6. Publications

IIASA will publish its annual Gender Equality & DEI Report on the Institute's website in June. The report will present a comprehensive overview of the Institute's progress in advancing gender equality and broader diversity, equity, and inclusion efforts across the organization. It will also include lessons learned from the previous year and provide recommendations aimed at strengthening future measures.

7. Dedicated resources

7.1 Gender Equality & DEI Officer

Recognizing the strength of its diverse employees, IIASA is committed to promoting gender equality and inclusion by appointing a dedicated Gender Equality & DEI Officer (GEO).

The GEO is appointed for a specific term with the following tasks:

- a. Serve as the Chair of the Forum for Gender Equality & DEI and, together with Forum members, facilitate, implement, and monitor the GEP to support continuous progress and improvement across reporting years.

- b. Advise and inform the management on progress and gaps around gender equality issues.
- c. Oversee and support the implementation of the measures, while ensuring their continuous monitoring.
- d. Compile information and data on the progress and results of the measures, and identify and suggest new targets or measures if necessary.
- e. Call and convene at least one annual meeting of the Forum for Gender Equality & DEI to create an open and inclusive space for reflection and discussion on equality issues, targets, and measures.
- f. Draw up annual Gender Equality & DEI Reports including findings from the Forum.

The GEO shall not experience any disadvantage in their professional responsibilities, evaluation, or career progression as a result of performing this function and/or after its completion. The assigned person shall be provided with all information necessary for the accomplishment of the above-mentioned tasks in accordance with legal provisions. The GEO is required to maintain the confidentiality of sensitive information.

7.2 Forum for Gender Equality & DEI

IIASA maintains the Forum for Gender Equality & DEI (FUGE), chaired by the Gender Equality & DEI Officer and composed of scientific and operational staff members appointed for two-year terms, with the option for renewal. FUGE serves as a collaborative platform for consultation, dialogue, learning, and advocacy, supporting the implementation and continuous improvement of the IIASA Gender Equality & DEI Plan. The Forum conducts annual reviews to assess the effectiveness and impact of ongoing measures, promotes knowledge-sharing, and fosters cross-institute collaboration to advance equity and inclusion. Members are nominated by scientific and operational committees and are expected to acknowledge existing disparities, participate in annual DEI training, and actively contribute to FUGE's activities.

7.3 Health, wellbeing, and accessibility

As part of the Human Resources function, IIASA has designated an HR Officer with responsibility for health, wellbeing, and accessibility. This role supports staff by serving as a contact point for health related, wellbeing, and accessibility concerns, and by facilitating appropriate guidance and coordination with external support services.

In this capacity, the HR officer is responsible for the following activities:

- Providing confidential and professional guidance on health, wellbeing, and accessibility-related matters.
- Identifying and addressing accessibility barriers (physical, digital, and organizational) in cooperation with relevant internal units.
- Coordinating, where appropriate, with external support services to ensure timely assistance.
- Advising Human Resources and management on inclusive employment practices.
- Supporting preventative and proactive measures to enhance employee wellbeing and accessibility.
- Monitoring and reporting: To ensure that measures respond to employees' needs, IIASA will assess accessibility and support requirements, including through staff surveys and, where feasible, during the onboarding process.
- Contributing to annual progress reporting, with relevant information included in the annual Gender Equality Report, in line with Horizon Europe monitoring and reporting requirements.

8. Data collection

IIASA is committed to the respectful, inclusive, and responsible collection and use of sex- and gender-related data.

- Legal sex data is collected where necessary for administrative, contractual, or statutory reporting requirements and is based on information provided by employees from their official legal documents.
- Gender data is collected on the basis of **self-declaration by employees** through the IIASA Management Information System (MIS).
- All employees are provided with the opportunity to self-declare their gender in the MIS, ensuring inclusivity and alignment with best practices in gender equality and diversity.

For the purposes of monitoring, analysis, and reporting under this Gender Equality Plan, IIASA will use **self-declared gender data from the MIS**, rather than legal sex data, unless legal or reporting requirements explicitly require otherwise.

8.1 Roles and responsibilities in data collection

All sex- and gender-related data is handled in line with data protection regulations and confidentiality principles. Human Resources (HR) is responsible for ensuring that all employees are informed about the possibility and purpose of self-declaring their gender in the IIASA Management Information System (MIS).

In particular:

- HR shall inform all existing employees, via the **internal hub**, about the option to self-declare their gender in the MIS **by 31 October** each year or upon the introduction of relevant system updates.

HR shall ensure that information on **gender self-declaration** is systematically included as part of the **onboarding process** for all new employees.

Information provided by HR shall clearly explain:

- that gender declaration is based on **self-identification**
- that disclosure is entirely optional and voluntary
- how and where the declaration can be made in the MIS
- how the data will be used for monitoring and reporting under the Gender Equality & DEI Plan 2026-2028
- and that all data is processed in accordance with data protection and confidentiality requirements.

This approach ensures transparency, consistency, and inclusivity in the collection of gender data and supports accurate monitoring of gender equality objectives at IIASA.

9. Validity and continuous progress

The IIASA Gender Equality Plan enters into force on 1 July 2026 and replaces the equivalent in place since 1 July 2023. It will undergo regular revisions to ensure continuous development and effectiveness.

The IIASA Executive, Program Directors, and Head of Departments and Units endorse the Gender Equality Plan and signs in full support, ensuring its validity and ongoing progress.



 twitter.com/iiasvienna

 facebook.com/iiasa

 blog.iiasa.ac.at

 linkedin.com/company/iiasa-vienna

 youtube.com/iiasalive

 flickr.com/iiasa