



Gender Equality Plan

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INTRODUCTION

Gender equality (GE) is a fundamental value of the European Union and benefits research and innovation (R&I) by improving the quality and relevance of R&I, attracting and retaining more talent, and ensuring that everyone can maximise their potential. An important tool in ensuring GE on organisational level is the implementation of a Gender Equality Plan (GEP).

Our GEP is a set of commitments and actions that aim to promote gender equality in EATRIS-ERIC (EATRIS) through institutional and cultural change informed by the five pillars set forth by the European Commission.

In our first GEP, we propose 19 concrete measures organised under five goals to reinforce gender equality within the organisation, raise awareness in our community and lead by example.

METHODOLOGY

The present GEP was developed by an *ad-hoc GEP taskforce* composed of four staff members of the EATRIS Coordination and Support office (C&S), supported by an external human resources consultant, as well as the EATRIS Management team. The taskforce (TF) formed in Spring 2021 has been responsible for designing and carrying out a “gender analysis”, in order to identify existing data and sources of information and analyse where EATRIS stood in terms of gender equality.

The TF collected relevant data through:

- An audit of existing data, sources, legislation and policies (August – December 2021)
- A survey of staff working at the Coordination & Support office (January 2022)

Data collection proved to be resource-intensive, as for most areas, data on gender though accessible was not readily available. In some cases, data was inexistent and too challenging to retrieve.

The TF relied on the 5 areas of GE recommended by the European Commission to build the audit and the survey, namely:

- Work-life balance and organisational culture
- Gender balance in leadership and decision-making
- Gender equality in recruitment and career progression
- Integration of the gender dimension into research and teaching content
- Measures against gender-based violence

The **gender analysis** focused on five main areas:

- Human Resources analysis: from recruitment to career progression
- Gender balance in EATRIS governance bodies' composition
- Gender balance in projects with EATRIS' involvement
- Gender balance in EATRIS-led events and EATRIS internal and external communications
- Gap analysis in existing policies and procedures

The analysis confirmed that a very limited amount of data was readily available: either EATRIS was not collecting that data, or the data was existing but unstructured. The first clear action deriving from the initial analysis was that, as a start, more attention could be paid to collecting and making that data easily available in the future to support monitoring and reporting, and next iterations of EATRIS' GEP. Based on the data available, no substantial gender gap was identified (e.g. remuneration, career progression, projects participation, events), however it was noted that some policies and procedures could either be created and/or improved in order to further raise awareness and support gender equality within EATRIS.

The **survey** was circulated to 25 individuals in EATRIS C&S, of whom 24 answered. Survey questions aimed to understand the C&S staff's level of awareness of existing EATRIS policies and practices, to collect their level of satisfaction with work-life balance, and to get their impressions and perceptions on how effective EATRIS is at promoting and ensuring gender balance and equality in all aspects of the organisation. The main outcomes of the survey were that the staff was generally satisfied with the existing levels of gender balance within EATRIS, but that the organisation should strive for more transparency in how it approaches the topics listed above.

The GEP preparation also substantially benefited from the Working Group on Gender Equality formed by EATRIS with other research infrastructures in June 2021 as part of the ERIC Forum, which provided access to additional resources and opportunities for regular peer-to-peer and best practices exchanges.

ACTION PLAN

Goal 1: Promote gender balance in the composition of teams and decision-making bodies

The aim of the first goal is to create and/or reinforce basic human resources-related tools and policies in order to promote gender balanced teams and decision-making bodies within EATRIS. It foresees **four measures** which will tighten and further professionalise EATRIS' approach to human resources both from an internal (e.g. existing staff) and external view point (e.g. job applicants).

The **first measure** aims to support further transparency and understanding within the organisation by ensuring that staff has systematic access to up to date organigramme, that also reflects current reporting lines. This organigramme will also become part of the on-boarding package of new C&S staff, so that decision-making processes are clear and accessible to everyone.

The **three other measures** all relate to recruitment practices and will include firstly the development of a formal recruitment policy not yet in place at EATRIS, using gender inclusive language. Job advertisements will be standardised, and a template will be developed using gender inclusive language and clearly communicating to applicants that EATRIS is an equal opportunities employer. Finally, the gender balance of recruitment panels will be paid attention to and mechanisms will be put in place to ensure that those panels are gender balanced as much as possible.

Measures

Measure No.	Measure	Timelines	Targets	Indicators	Responsibilities/Resources
1.1	Ensure transparency of the composition and role of the Management Team and Executive Board by making the EATRIS organigramme widely available	Q4 2022 (regular updates on a need basis)	Current staff regularly provided with the latest organigramme; organigramme part of the on-boarding package for new C&S staff members.	Organigramme published and regularly updated	Head of Operations <i>0,1 PM</i>
1.2	Develop EATRIS Recruitment Policy, using gender inclusive language	Q1 2023 (regular updates on a need basis)	Recruitment policy drafted, regularly updated and disseminated to staff	Recruitment policy published on intranet and regularly updated	HR Officer (with support of Senior Legal Counsel) <i>0,5 PM</i>
1.3	Standardise EATRIS vacancy announcements, using gender inclusive language and including reference to EATRIS being an equal opportunities employer	Q4 2022	Vacancy template includes gender inclusive language and a standard reference to equal opportunities	Vacancy template available and consistently used by staff	HR Officer <i>0,1 PM</i>
1.4	Strive for gender balance in the composition of recruitment panels	Q4 2022	Address in recruitment policy how EATRIS will strive for gender balance in recruitment panels	Gender balance ratio in recruitment panels	HR Officer <i>0,25 PM</i>

Goal 2: Ensure gender equal remuneration and career progression opportunities

The aim of the second goal is to develop monitoring mechanisms in order to ensure, as EATRIS grows and its team expands, gender equal remuneration and career progression opportunities. It foresees **four measures**, which will tighten EATRIS' capacity to prevent gender inequality in remuneration and career development and increase transparency within the organisation.

The **first measure** will support the collection of applicants' gender data to explore and assess whether gender may be under-represented in particular positions; the data collected is foreseen to be for information only and may lay the basis of future targeted actions if need arise.

The **second and third measure** are both remuneration-related. The second one, similarly to the organigramme mentioned under Goal 1, consists in making an **updated** version of the EATRIS salary framework available to all staff, which may provide additional insights in EATRIS' current remuneration policy: e.g. salary ranges for certain type of positions – e.g. scientific, project management, administrative coordination, and eventually a transparent approach towards cost of living and how the staff country of residence is taken into account for their remuneration levels.

Although the gender audit did not provide evidence of salary gaps across genders, also due to the relatively small size of the current team, EATRIS will take pro-active steps and start defining potential quantitative metrics for a monitoring mechanism of career and salary progression for C&S staff with comparable levels of experience (Measure 3). This measure aims to anticipate any potential salary gaps in the future and ensure that EATRIS has the mechanism to monitor those effectively as the team continues to expand.

Lastly, the **fourth measure** will help EATRIS formalise a training policy and transparent process for all C&S staff to pursue opportunities to improve their skillset.

Measures

Measure No.	Measure	Timelines	Targets	Indicators	Responsibilities/ Resources
2.1	Initiate collection of applicants' gender data for EATRIS vacancies	Q4 2022 – Q1 2023	Set up an in-house system/platform for collecting gender identity of job applicants	Gender balance ratio among job applicants	HR Officer <i>0,25 PM</i>
2.2	Improve transparency of EATRIS' remuneration policy by making an updated version of the EATRIS salary framework available to all existing and new C&S staff	Q1 2023 (then on a yearly basis)	Current staff provided with the revised salary framework on a yearly basis; framework will become part of the on-boarding package for new C&S staff.	Salary framework available to all staff	Head of Administration <i>0,1 PM</i>
2.3	Define potential quantitative metrics for a monitoring mechanism of career and salary progression for C&S staff with comparable levels of experience and responsibility and validate this where possible by exchanging practices with other RIs.	Q1-Q4 2023	Definition of metrics for a future monitoring mechanism, definition of a threshold for implementation. Explore interest from other RIs to form a working group on this topic.	Metrics and threshold defined	Head of Administration <i>0,5 PM</i>
2.4	Incentivise C&S staff' career development by setting up EATRIS policy for supporting training opportunities	Q4 2022 – Q2 2023	Develop a training policy outlining opportunities and incentives for current staff's career development; policy will become part of the on-board package for new C&S staff members.	Training policy published and regularly updated	HR Officer <i>0,25 PM</i>

Goal 3: Promote gender balance and diversity across EATRIS operations

Goal 3 aims that gender balance and diversity go beyond the EATRIS C&S Office and ensures our values are reflected further beyond the management practices and internal processes and into our operations. This goal has **three measures** that relate to training, communications and consortium building.

For the **first measure 3.1** the focus is set on establishing systematic data collection as a first stage, rather than striving for a certain target of gender balance. The collection of the data will allow us to have insight into the composition of our trainings' attendees and recognise any trends, and therefore will aid us in making informed decisions on any potential future actions and measures. It will also help us to track and compare data longitudinally and witness change.

For **measure 3.2** we are striving for an equal representation of speakers in EATRIS led events and the communication materials. This is an important measure as it is a direct outward signal to our wider community that we are striving for a positive change. In the biomedical community the majority of senior scientists tend to be men. Senior scientists get invited as speakers and panellists more often and therefore we find ourselves in the situation where the majority of the speakers are men. Keeping gender balanced representation in mind and raising the awareness of our entire team about this topic helps to ensure that when speakers are invited the gender aspect is considered, especially as it also relates to keynote speakers who often get featured in the communication materials of the events. In line with the previous measure, attention is also paid to the gender of persons represented (visually and in text) in our main communication outlets, i.e. Annual Report, social media posts, and regular newsletters.

The last measure in this goal relates to the composition of the consortia of the projects we are joining. It is our effort to raise the awareness of gender balance in project consortia amongst other project coordinators and communicating our values at the stage of **joining proposals**. To that end it was decided that *gender balance of the consortium* will be added to the already existing internal list of criteria that is considered at the stage of joining new projects.

Measure No.	Measure	Timelines	Targets	Indicators	Responsibilities/Resources
3.1	Monitor gender balance of trainees and events' attendees through systematic gender data collection accomplished via inserting the uniform gender question in event registration forms and collecting all corresponding data in a central place	Q1 2023 - continuous	n/a	Gender aggregated data of speakers and attendees is collected and easily available for automatic reporting	Training team Communications team all staff creating event registration forms and entering data into Dynamics <i>0,1 PM</i>
3.2	Promote gender balance in all EATRIS-led events through communication guidelines for C&S and EATRIS members	Q1 2023 - continuous	More balanced representation of diverse speakers at EATRIS organised events	Communication guidelines are drawn up and disseminated amongst EATRIS C&S staff, and community	Training team Communications team <i>0,1 PM</i>
3.3	Promote gender balance in all EATRIS internal and external communication materials	Q3 2022 - continuous	More balanced representation in communication materials (visual and text) produced by EATRIS	Collected data on gender representation in social media posts, newsletters, Annual Report	Communications team <i>0,1 PM</i>
3.4	Addition of "gender balance" into the criteria list of joining proposals.	Q4 2022 - continuous	More balanced representation of diverse genders in the team at consortium level	Criteria for joining proposals updated on the dedicated webpage	Executive Board & Platform Managers <i>0,1 PM</i>

Goal 4: Ensure that EATRIS is a safe, welcoming and a healthy workplace for all

EATRIS has already implemented clear and transparent policies to ensure safe, welcoming and healthy working environment and to support healthy work-life balance of its C&S staff.

In accordance with EATRIS' Code of Conduct, EATRIS aims to create an environment where every person feels comfortable, both in terms of their ability to work effectively and in terms of the social environment of the office. Harassment or any other form of violence (verbal or physical) at work is not allowed and there is procedure to address harassment cases if such occur.

Existing "Family Friendly Policy" and "Telework and Remote Work Policy" allow for flexible working conditions to ensure the sustainable employability of C&S staff and a supportive environment for family friendly workplace.

Measures under this Goal 4 aim for further improvements of the existing internal framework to provide for even greater quality of work-life balance arrangements, more user-friendly and transparent procedures and more inclusive language.

Besides measures aimed at improving the internal framework supporting safe, balanced and healthy workspace, specialised gender equality training materials will be developed as a part of the onboarding staff package in support of raising awareness on gender equality related concepts and EATRIS existing measures and policies. Moreover, yearly gender equality related training will be organized and held by an independent gender equality expert.

Measure No.	Measure	Timelines	Targets	Indicators	Responsibilities/Resources
4.1	Develop training materials and organise yearly trainings on gender equality concepts (i.e harassment, unconscious gender bias...) for C&S staff	Q2 2023, one workshop per year	Raising awareness on gender equality and existence of gender biases; training materials included in the onboarding package for new staff	Number of trained C&S team members; awareness on GEP concepts	External Gender Equality expert GEP Working Group <i>0,5 PM</i> <i>Budget: 2023: 5,000 EUR (training materials + 1 workshop)</i>

4.2	Revise the existing EATRIS "Code of Conduct" to include a specifically dedicated section on gender equality and EATRIS' commitment by describing pillars of gender equality and providing for basic GE related definitions and terminology (i.e. definition of gender, gender equality, gender bias, gender dimension in research....)	Q1 2023	Emphasize importance of gender equality for EATRIS by including more prominent language and specific dedicated section in EATRIS' overarching document	Revised Code of Conduct published and regularly updated; Staff informed of the update	External HR expert Senior Legal Counsel <i>0,25 PM</i>
4.3	Revise the existing Employee Harassment Complaint Procedure	Q1 2023	Providing user friendly, clear and independent procedure; ensuring document is acknowledged by all existing and new staff	Revised Procedure published; Staff informed of the update; Policy is signed by all existing and new staff members	External HR expert Senior Legal Counsel <i>0,25 PM</i>
4.4	Update all relevant existing policies (e.g. "Family Friendly Policy" and "Teleworking and Remote Working Policy") using more inclusive language	Q1 2023	Update already existing internal policies to include more inclusive language and yearly information session on existing EATRIS policies	Number of policies updated; Staff informed of the update Number of information sessions	Senior Legal Counsel HR Officer <i>0,3 PM</i>

Goal 5: Raise awareness of GE among EATRIS Infrastructure and Members

Goal 5 aims to raise awareness of GE amongst our infrastructure and members, through the action of key measures that will help us strive to ensure a gender balance in each position in our infrastructure while promoting GE within each of our member institutes. In addition, we will promote the active outreach to possible outstanding women or men for future positions (for example, platform chairs and co-chairs) within EATRIS where possible, to ensure gender balance among candidates for the role. To achieve this aim, we have developed **three measures** which aim to promote awareness in GE across our infrastructure that we see as priority to best GEP practice. This includes a **first measure** which aims to ensure a gender balance in the candidate selection pool for future positions within the infrastructure by continuing active outreach to possible outstanding women candidates to incentivise them to apply. A **second measure** will be to actively communicate about GE to all EATRIS members. Finally, a **third measure**, will be to include content on gender dimension in research in EATRIS training curricula for young researchers.

Through these specific measures we aim to approach more women to assume roles where there are more men currently, including Platform Chairs and Scientific Advisory Board members. To educate our infrastructure and institutions on best practice GEP measures we will actively and regularly disseminate all relevant publications and materials starting with the GEP, including training opportunities on GE related subjects. Moreover, basic training on the concept of “gender dimension in research” will be included in EATRIS organised training moving forward to ensure the continued increased awareness of GE within the EATRIS infrastructure.

Measure No.	Measure	Timelines	Targets	Indicators	Responsibilities/Resources
5.1	Ensure a gender balance in the candidate selection pool for future key positions by continuing active outreach to outstanding women and men candidates to incentivise them to apply	Q4 2022 - continuous	More gender balance among key roles in the infrastructure	Number of men and women approached per open position	Platform managers, Management <i>0,1 PM</i>
5.2	Communicate about GE to EATRIS member institutes	Q4 2022 - continuous	EATRIS member institutes are more aware of GE	All relevant publications and materials starting with the GEP are shared in EATRIS network and available on EATRIS website, training opportunities on GE related subjects are disseminated.	Communications team <i>0,1 PM</i>
5.3	Include content on sex and gender dimension in research in EATRIS training curricula	Q2 2023	Inform the wider research community about the importance of the "sex/gender dimension in research"	Number of EATRIS training courses that have this component/ number of researchers that have received the training	Training team <i>0,5 PM</i>

Overview of measures and targets per recommended area

Measure No	Measures	Work-life balance and organisational culture	Gender balance in leadership & decision-making	Gender equality in recruitment and career progression	Integration of the gender dimension into research and/or teaching content	Measures against gender-based violence including sexual harassment
1.1	Ensure transparency of the composition and role of the Management Team and Executive Board by making the EATRIS organigramme widely available	x	x	x		
1.2	Develop EATRIS Recruitment Policy, using gender inclusive language	x		x		
1.3	Standardise EATRIS vacancy announcements, using gender inclusive language and including reference to EATRIS being an equal opportunities employer	x		x		
1.4	Strive for gender balance in the composition of recruitment panels	x	x	x		
2.1	Initiate collection of applicants' gender data for EATRIS vacancies	x	x	x		
2.2	Improve transparency of EATRIS' remuneration policy by making the EATRIS salary framework available to all existing and new C&S staff	x				
2.3	Define potential quantitative metrics for a monitoring mechanism of career and salary progression for C&S staff with comparable levels of experience and responsibility and validate this where possible by exchanging practices with other RIs.	x	x	x		
2.4	Incentivise C&S staff ¹ career development by setting up EATRIS policy for supporting training opportunities	x	x	x		

3.1	Monitor gender balance of trainees and events' attendees through systematic gender data collection accomplished via inserting the uniform gender question in event registration forms and collecting all corresponding data in a central place			x	x	
3.2	Promote gender balance in all EATRIS-led events through communication guidelines for C&S and EATRIS members		x			
3.3	Promote gender balance in all EATRIS internal and external communication materials		x	x		
3.4	Addition of "gender balance" into the criteria list of joining proposals.		x			
4.1.	Develop training materials and organise trainings on gender equality concepts (i.e harassment, unconscious gender bias...) for C&S team	x				x
4.2.	Revise the existing "Code of Conduct" to include a dedicated section on gender equality and EATRIS' commitment by describing pillars of gender equality and providing for basic GE related definitions and terminology (i.e. definition of gender, gender equality, gender bias, gender dimension in research....)	x				x
4.3.	Revise the existing Employee Harassment Complaint Procedure	x				x
4.4.	Update all relevant existing policies (e.g. "Family Friendly Policy" and "Teleworking and Remote Working Policy") using more inclusive language	x		x		
5.1	Ensure a gender balance in the candidate selection pool for future platform chair positions by continuing active outreach to possible outstanding women candidates to incentivise them to apply		x	x		
5.2	Disseminate recommendations on GE to EATRIS members	x	x	x	x	x
5.3	Include content on gender dimension in research in EATRIS training curricula for young researchers				x	

MONITORING AND EVALUATION

To efficiently implement the first iteration of the EATRIS' GEP, a comprehensive monitoring, evaluation and learning strategy will be implemented. Central to this will be to convert the ad-hoc taskforce initially set up to draft the present plan into a permanent working group (WG) and expand its composition to the recently appointed EATRIS HR Officer in order for EATRIS' Administration to stay aligned with the proposed actions moving forward. Present four GEP taskforce members already involved in the auditing and drafting phase will maintain their participation in the WG for the first year of the plan to more effectively support the early stages of the plan's implementation.

Past the first 12 months of implementation, in September 2023, an open invitation will be given to all EATRIS C&S staff to join the WG to diversify its composition and ensure equal opportunity for all to be more actively involved in this initiative in the coming years.

The monitoring plan will include quarterly meetings between the WG and staff members within the team responsible for specific measures under each goal. Metrics associated with each measure will be duly recorded and suggestions for continuous improvement documented. The WG will report progress on implementation to the Management Team bi-annually. Yearly report and updates on the GEP'S progress will be shared at a dedicated meeting with the entire EATRIS C&S Team.

The first annual GEP report will be the foundations for the following GEP Version 2.0, due by January 2024.



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