

Gender Equality Plan

[EU-OPENSSCREEN ERIC]

Document info

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Introduction

Making Gender Equality Plans (GEPs) an eligibility criterion for Horizon Europe has linked the statistical evidence of inequality in women's access to, and retention in, academia and research with concrete action by GEP signatories.

The European Commission's "She Figures" 2024 report ^[1] shows tangible progress but also persistent gaps, particularly in senior academic roles and in science, technology, engineering and mathematics (STEM). Women's participation in research is gradually increasing, especially in the life and social sciences: women make up 34% of researchers, and their number is growing faster than that of men (compound annual growth rate of 4.2% vs. 3.3%), partly thanks to measures such as flexible working arrangements. ^[2]

This progress is neither complete nor guaranteed: at the current pace, full equality on the Gender Equality Index would take around fifty more years, and around seventy in the domain of paid work.

The "leaky pipeline" persists: although women outnumber men in Bachelor's and Master's programs, their share drops at doctoral level and declines at each subsequent career stage. Only 22% of Information and Communication Technologies (ICT) doctoral graduates are women, women hold just 29.2% of top academic positions (Grade A) and only 9% of inventors are women.

Closing these gaps is also an economic imperative. Modelling by the European Institute for Gender Equality (EIGE) estimates that closing gender gaps could raise EU GDP per capita by 6.1–9.6% by 2050 (roughly €1.95–3.15 trillion) and create 6.3–10.5 million additional jobs, about 70% of them taken by women. With a projected shortfall of eight million ICT specialists by 2030 and women holding only about a fifth of ICT jobs, the mismatch between where talent is needed and where it flows is already visible ^[2]

A 2024 European Commission report (Impact of gender equality plans across the European Research Area – Policy briefs) confirms that GEPs drive change: institutions report gains in research quality (24%) and productivity (27%), better gender data collection (76%) and improved conditions for women researchers (44%). Women represent 39% of heads of institution in GEP-adopting organizations, against an EU average of 26% ^[3]

EU-OPENSREEN ERIC published its first GEP in 2022 to promote gender-balanced leadership, challenge gender-role bias, foster a healthy work/life balance and disseminate these policies to its partner sites and users. This updated 2026 GEP builds on an assessment of the results of those measures and introduces further improvements.

Methodology: monitoring and evaluation

The Gender Equality Plan at EU-OPENSREEN ERIC was implemented following an iterative four-stage cycle: Audit, Measure, Outcome, and Impact (see Figure 1).

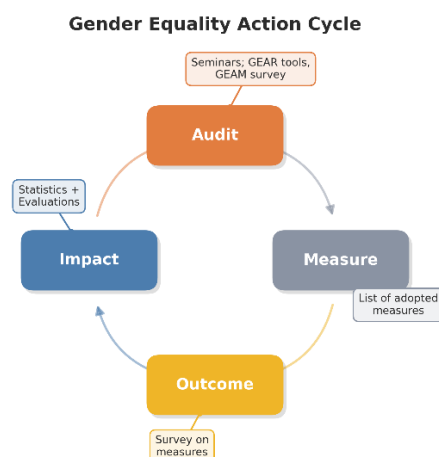


Figure 1: Schematic of the GEP iterative four cycle stage

Audit Phase:

The audit was designed as an evolving process. The first GEP in 2022, it drew on seminars of the Gender Equality (GE) Academy ^[4], the online Gender Equality in Academia and Research (GEAR) tool ^[5] and exchanges with the ERIC Forum Gender Equality Large Working Group ^[6]. It was then complemented by the GEAM (Gender Equality Audit and Monitoring) survey^[7], which collects institution-specific data on staff perceptions, experiences and working conditions. Its results identified the main challenges for our GEP and are used routinely to assess the impact of the measures.

Seminars, conferences and workshops kept the audit aligned with emerging standards and best practices, notably the Gender Equality Webinars for ERIC staff (October–November 2024, on unconscious bias, undesirable workplace behavior and the sex and gender dimension in research) and the ERIC Forum Gender Equality Workshop (Amsterdam, 26–27 September 2024). Together with survey data and self-assessment, these sources made each audit iteration progressively more evidence based.

Measure phase

Measures planned: an overview

Based on the GEAM survey (in 2022) and EU recommendations for GEPs, five priority areas were identified, each addressing a specific gap revealed by the data.

The first area, **equal access to training and career development**, responded to a marked gender disparity in participation in conferences and professional development in the 2022 survey. Measures included individual talks with supervisors to define training pathways, a

system to track participation in training and conferences, and active communication of training opportunities with knowledge sharing within the infrastructure.

The second area, **access to decision-making and positions of responsibility**, was crucial: in 2022, the share of female employees reporting access to decision-making was half that of their male colleagues. Measures included mapping all decision-making processes within the infrastructure and holding strategic workshops open to the whole team to empower staff and spread decision-making.

The third area, **work–life balance**, responded to female employees reporting monthly overtime almost twice as often as male employees. Key measures were a worktime tracking system, work sharing (e.g. during illness, holidays or leave) and regular follow-up on employee satisfaction.

The fourth area, **awareness and prevention of microaggressions, bullying and sexual harassment**, addressed low awareness of these issues, although no incidents were reported. In 2023, staff attended the participatory workshop “Gender and diversity fairness, good cooperation and communication” with a professional trainer, which also informed the code of conduct in the EU-OPENSREEN Employee Handbook. As the 2024 survey highlighted the need for better internal communication, a one-day workshop on Nonviolent Communication (NVC) with an accredited trainer followed in 2025, combining theory with self- and peer-reflection, role-play and group discussion. In follow-up surveys, employees rated both workshops highly useful.

The fifth area, **gender equality in recruitment**, aimed at a gender-balanced, transparent and equitable hiring procedure that does not reproduce existing imbalances, through a gender-neutral employment policy and interview guidelines.

Outcome phase

Outcome Phase-methodology:

Outcomes were assessed by comparing responses to the same GEAM survey questions in 2022, 2024 and 2026. Responses were converted into percentages of respondents per item and analyzed both for the whole cohort and disaggregated by gender.

The small and changing cohort is a key limitation: EU-OPENSREEN had 12 employees in 2022 (8 F, 4 M), 14 in 2024 (9 F, 5 M) and 19 in 2026 (11 F, 8 M). With so few respondents, a single answer can noticeably shift percentages, and staff turnover means some changes may reflect new respondents rather than changed attitudes. The trends below should therefore be read as indicative of the direction of change rather than as precise year-on-year comparisons.

Gender data were collected in three categories (female, male and other); in line with EU guidance, respondents outside the binary were recorded as a distinct category ^[8,9]. As this category had no respondents in 2022 and 2024 and one in 2026, it is reported by count rather than percentage to protect anonymity and avoid unreliable figures, consistent with She Figures 2024, which recommends moving towards non-binary data collection as guidance and sample sizes allow^[1].

Outcome phase-results:

Over the monitoring period, staff and management engaged consistently, and increasingly, with the GEP measures.

Equal access to training and career development: The results of our surveys show a strong and steady increase of employees' participation in training and professional development. The share of employees reporting that they have attended training or professional development increased from 25% in 2022 to 54% in 2024 and 74% in 2026. The main obstacles were high workload (67%) or the lack of a specific desired training; and encouragingly, no one reported being prevented by a supervisor. Building on this positive trend, respondents also identified a clear opportunity to make training materials even more easily available.

Access to decision-making and positions of responsibility: A growing share of employees report meaningful involvement in organisational decision-making, with the share of female employees reporting access to decision-making boards rising from 14% in 2022 to 44% in 2024 and 57% in 2026. Access is considered improved by 40% of respondents (57% F, 28% M) and unchanged by 20%; no one has seen it worsen. In 2024, 61% of employees considered improving women's access to responsibility roles as a crucial measure.

To detect gender-role bias, respondents were asked which gender predominantly covers specific roles and duties. "Committee board or decision making" is now perceived as equally shared by 53% (no difference between F and M), whereas 38% in 2024 and 70% in 2022 saw it as mostly male. "Core scientific work" is seen as roughly balanced (53%; 46% in 2024) and "Managing projects" as slightly more female. Similarly, "Administrative tasks" are still seen as mostly female roles, while "Communication and training", balanced in the first survey, is now seen as mostly female (27% and 40%).

Work-life balance: At EU-OPENSREEN, an agreement on flexible working time is in place since 2023, working time is tracked, and employees can work up to 60% of their working time from home office. Most employees benefit from working from home as needed (77% "strongly agree" or "agree"), in line with 2024 (30–46%); the near-100% agreement of 2022 reflected pandemic response conditions and is of limited comparative value. Most employees also feel able to take time off and work flexible hours, and up to 80% now feel able to share work with a colleague, compared with under 30% previously. No meaningful gender differences emerged.

The fear of "missing out" on decisions when working from home fell from 40% in 2022 to 7% in 2026. 53% of the employees rate information flow as good, an improvement on the previous survey. However, 60% strongly agree that they miss in-person interaction.

In the latest survey, 20% of respondents work overtime monthly, 7% weekly, 46% roughly every three months, and 27% practically never (previously 23%, 31%, 7% and 38%, respectively). The system to monitor working time was introduced in 2023 and helped reduce overtime for 20% of respondents (13% saw no change). In 2022, 57% of women but only 33% of men reported monthly overtime; in 2024, monthly rates were similar, but 75% of men versus 11% of women reported weekly overtime. In 2026, 29% of women and 14% of men report monthly overtime, 14% of women and 29% of men practically never work overtime, and 14% of men, but no women, still work overtime weekly.

One female and two male employees went on family care leave between 2024 and 2026, showing that EU-OPENSREEN encourages and supports women and men alike to support their families

Awareness and prevention of microaggression, bullying and sexual harassment Awareness of how to recognise and prevent microaggression, bullying and sexual harassment rose from 60% in 2022 to 80% in 2026, confirming workshops as an effective tool for education and engagement. No incidents have been reported since the adoption of the GEP, reflecting the safe and respectful working environment that EU-OPENSREEN remains committed to safeguarding.

Work culture, mental health and discrimination were examined together, as an open, constructive environment fosters psychological safety and well-being. 67% of respondents feel they do not work harder than others (60% in 2022), and 40% now consider work fairly distributed; the share of feeling pressured to give more than expected fell to 33% (50% in 2022, 30% in 2024). Most describe the environment as friendly: 40% feel appreciated by colleagues and 46% by their manager, with only 7% feeling unappreciated. Communication is seen as transparent by 27%, with 46% neutral and 13% disagreeing. Most do not feel under constant scrutiny and can admit uncertainty without fear, 61% perceive tolerance for errors or delays, half feel able to express emotions beyond anger, and 47% feel the organisation values their emotional well-being. Between 67% and 80% have never experienced discriminatory treatment (e.g. being mistaken for a lower-ranking worker or having contributions devalued), while 7% report it “sometimes”. No meaningful gender differences were observed.

As regarding **gender equality in recruitment**., 60% of respondents strongly agreed that job advertisements are gender-neutral, and 53% agreed that they encourage applications from all genders with this figure rising notably from previous levels (previously 53% and 43%). Replies do not differ between female and male respondents.

Impact of the measures

Comparing the two monitoring periods (2024 and 2026) shows significant measurable progress in structural and representational areas, demonstrating that the GEP is driving meaningful organisational change. At the same time, this comparison highlights that areas where cultural and operational shifts take longer to embed, pointing to where continued focus will deliver the greatest impact going forward. The strongest results concern leadership and decision-making. Beyond the sharp rise in women reporting access to decision-making boards, most employees now perceive these roles as equally shared, marking a clear and encouraging shift of previous years. This normalisation of gender balance is a more sustainable indicator than numbers alone, and reflects a change of mindset in management, the shift toward agile working structures that broadened participation in decision-making, the impact of previous surveys and the management and leadership training taken by several female employees.

Wider access to training demonstrates progress in lower barriers to professional development. Building on this momentum, an Employee Center has been established as a central knowledge hub at EU-OPENSREEN, enabling knowledge acquired by individuals to be shared with the whole team. This will improve the findability and reuse of training materials, particularly for those who were previously unsure where to find them.

Work–life balance has improved overall, with less overtime and a reduced fear of missing out. Monthly overtime has converged between genders, yet some men still report weekly overtime

while no women do, a redistribution of workload that bears watching. The rise in family care leave, particularly among men, is very positive, pointing to more equitable sharing of care, awareness of the provision and greater social acceptance.

Work culture is largely positive. Greater awareness of the topics and prevention of microaggression, bullying and sexual harassment validates the workshops, and the close link between culture and mental-health indicators shows these efforts are improving staff's daily experience. Perceived work distribution, though not perfect, is steadily improving.

Strong agreement on the fairness and transparency of recruitment, especially on merit-based hiring and gender-neutral job ads, builds trust, helps attract diverse talent and sustains the gains in representation.

Regarding communication, EU-OPENSREEN has developed a communication agreement to strengthen transparency across organisation, and information flow has already improved as a result. While most employees currently perceive this shift neutrally rather as fully transparent, this reflects an early stage of impact, with the agreement providing a solid foundation to further deepen employees' sense of active inclusion going forward.

While leadership roles are now seen as balanced, Women continue to hold a larger share of administrative and communication/training tasks, which may partly reflect the nature of the positions currently covered by female staff rather than gender bias alone. To ensure a clear, evidence-based understanding going forward, the GEP will introduce dedicated monitoring measures to determine whether these differences stem from structural or role-based factors, or whether elements of gender bias remain to be addressed. This reflects EU-OPENSREEN's commitment to grounding its equality efforts in solid data, building on the strong progress already achieved in leadership balance.

The previous GEP ([GE-Plan_V7_15.07.2022_web.pdf](#)) included no formalised actions on gender diversity in research. As EU-OPENSREEN does not conduct research quantifying biological variables, this dimension does not apply directly to its core operations; however, like other ERICs, we can influence gender diversity at the conferences, symposia and training schools we organise and among our users, and have named this area "Gender Diversity in Research". Gender data are already collected on users, speakers and chairs: recent statistics (2025-2026) show 43 female versus 62 male speakers and 11 female and 11 male chairs, and of 159 scientific user projects started between 2019 and 2026, 58 are led by women, 94 by men and 7 are not applicable. The Work Packages in EU-OPENSREEN-led EU projects are also equally led by female and male scientists. The new GEP will track these metrics, work towards more balanced representation while ensuring excellence, and highlight women and other underrepresented groups at our events through targeted communication. Furthermore, even though those bodies are not elected or selected by us, the chairs of the EU-OPENSREEN governance bodies, e.g., Assembly of Members, Operational Management Board, Partner Site Forum, Scientific & Ethical Advisory Board, are all gender-balanced.

Further achievements and new challenges

Beyond the GEAM survey, EU-OPENSREEN has taken many concrete actions in support of the GEP, arising from staff discussions, workshop insights and a broader shift in management priorities towards a fairer working environment.

In 2026, management was re-organised: alongside the Director General, a new Leadership Group was established consisting of four line managers, two women and two men, each now lead a specific area; a concrete step towards gender-balanced leadership and a fairer distribution of decision-making.

This was accompanied by individual training in soft skills (including female leadership), project management and general leadership, giving women in particular the tools and confidence to take on greater responsibility, and by whole-team discussions on the infrastructure's mission and vision to increase engagement regardless of role or seniority.

Flexible and mobile working (up to 60% of working hours) is formalised in a company agreement.

To increase transparency, a traceable performance review and bonus allocation method has been introduced, together with agile working practices that make workload more visible and equitable. Regular team meetings and management updates share information on training, strategy and priorities.

New written policies complement the Employee Handbook: a Language Course policy, a Bonus policy, a Company Agreement on working time tracking and remote work, and an Anti-Discrimination Policy, with an Equal Pay policy in preparation. Beyond openness and accountability, they support the organisation's long-term sustainability. For example, as close to 70% of employees at the Berlin headquarters are not native German speakers, funding language classes improves inclusion, retention and participation in the life of the host country.

EU-OPENSREEN promotes change at the events it organises by inviting female speakers and chairs and scientists from underrepresented groups, offering childcare and avoiding evening and weekend scheduling. Furthermore, as coordinator in various EU-funded projects such as IMPULSE (started in 2024) and RAFIKI (started in 2025), EU-OPENSREEN puts targeted measures in place to promote gender equality and balance in governing bodies such as project Scientific and Ethics Advisory Boards, work-package leader groups and executive committees as well as in capacity building activities (see Figure 2).

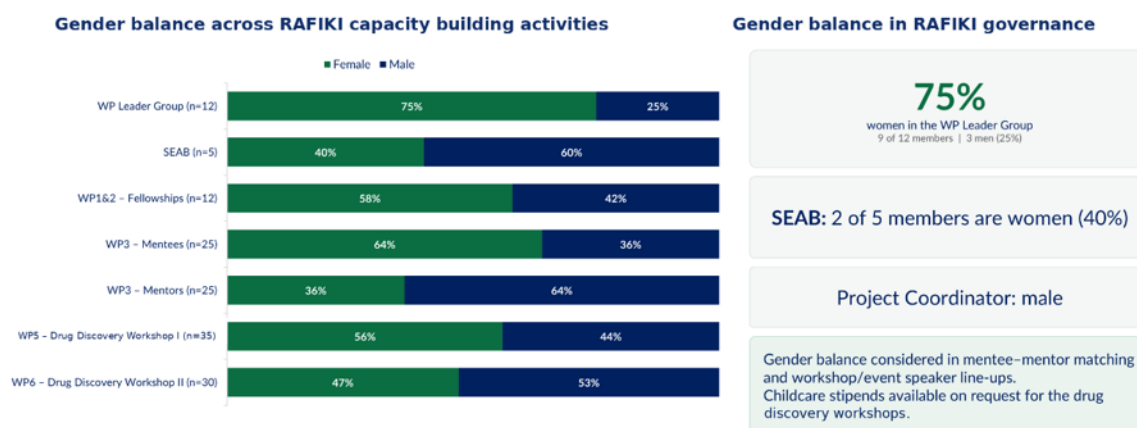


Figure 2: Gender balance monitoring in the RAFIKI project (coordinated by EU-OPENSREEN ERIC, started 2025, <https://rafiki-project.eu/>). The figure illustrates targeted measures to promote gender balance across capacity-building activities (fellowships, mentoring, drug discovery workshops) and governance bodies, including the project's Scientific and Ethics Advisory Board (SEAB) and Work Package Leader Group.

One of the next steps will be to formalise several informal practices within institutional policy. We will ensure that the Employee Handbook is regularly updated, and that it is supported by the Employee Portal, which brings together all information for employees in a user-friendly and accessible way.

A central system for tracking training participation is being developed and training materials are stored in the Employee Portal for easy access.

Salary grid transparency will be a key focus of this GEP, in line with the European Economic and Social Committee. (EESC) opinion on the Gender Equality Strategy 2026–2030, which calls for full transposition of the Pay Transparency Directive to close the gender pay gap.^[10]

We intend to explore the opportunity of appointing a neutral mediator or contact person, if needed, to further support open and constructive dialogue between employees, including across different hierarchical levels.

These observations point to the structural and data-related foundations that will help consolidate and sustain the progress achieved.

Looking ahead, EU-OPENSREEN will build on this momentum by strengthening its current activities, continuing to offer targeted professional development both for individuals and for the team as a whole, shaped around needs identified together with staff. We will also strengthen our internal communication agreement and make active use of the new leadership team as a regular instrument to advance gender balance across the organisation. Where possible, EU-funded projects will be leveraged to drive the implementation of these measures across the consortium, embedding a culture that genuinely values the wellbeing and contributions of all research and research-supporting staff.

List of challenges identified in 2026

Challenge No.	Description of the challenge identified	Brief description of the data collected from gender audit	Related Goals
1	<i>Equal access to training and career development possibilities</i>	<i>Our survey highlights opportunities for greater transparency in training allocations, improved share of resources and a transparent salary grid</i>	<i>Goal 1</i>
2	<i>Improving access to decision making processes and responsibility for females</i>	<i>Make female leadership sustainable and institutionalised in the infrastructure. Strengthening career development in bi-yearly assessment interviews.</i>	<i>Goal 2</i>
3	<i>Improving work/life balance</i>	<i>Revise policies regarding overtime and remote work. Develop strategies for stress management.</i>	<i>Goal 3</i>
4	<i>Awareness and prevention of microaggression, bullying and sexual harassment</i>	<i>We will continue to raise awareness of the anti-discrimination policy and code of conduct among employees, and introduce a dedicated channel for employees to raise concerns, further strengthening our supportive and respectful work environment.</i>	<i>Goal 4</i>
5	<i>Gender diversity in research</i>	<i>Continue to strengthen our successful strategy for ensuring equal participation of female and male speakers, panelist, chairs in conferences, symposia and official meetings. Emphasise the presence of female and other underrepresented categories in communication strategies.</i>	<i>Goal 5</i>

Table 1 Key challenges identified through the gender audit, mapped to corresponding GEP strategic goals

ACTION PLAN

Goal 1: Equal access to training and career development possibilities

Measure No.	Measure	Timelines	Targets	Indicators*	Responsibilities/Resources (in person-months, PM)*
1.1	<i>Implement a mentorship scheme for junior employees, pairing experienced colleagues (from central office or partners) with those earlier in their careers.</i>	<i>2027</i>	<i>All employees</i>	<i>Mentorship scheme established; number of mentor-mentee pairs; retention rates.</i>	<i>HR Manager / GE Officer, 1 PM</i>
1.2	<i>Improve transparency of remuneration by producing an updated salary grid and establishing clear salary bands per position level.</i>	<i>2027</i>	<i>All employees</i>	<i>Updated salary grid internally distributed; salary bands defined and reviewed annually.</i>	<i>HR Manager / Finance Manager / Director General (DG), 1 PM</i>
1.3	<i>Develop a structured, centrally accessible system for tracking training participation and training materials.</i>	<i>From 2027</i>	<i>All employees</i>	<i>Strengthen Central system in place; training materials consistently stored and accessible.</i>	<i>HR Manager IT Manager, Communication and Training Officer, 1.5 PM</i>
1.4	<i>Continue to actively inform all employees about ERIC-wide training opportunities</i>	<i>Continuous GEP adoption</i>	<i>All employees</i>	<i>Regular communication sent; participation rates in ERIC-wide training tracked.</i>	<i>HR Manager, GE Officer, Communication officer, 0.5 PM</i>
1.5	<i>Add career development training as strategy to development and assessment interviews (see 2.1)</i>	<i>One time a year, from 2026</i>	<i>All employees</i>	<i>Completed annual interviews; documented strategic training done</i>	<i>HR Manager / Line Managers, 1 PM</i>

Table 1 Planned Measures to address goal 1

Goal 2: Improving equal access to decision making processes and responsibilities

Measure No.	Measure	Timelines	Targets	Indicators*	Responsibilities/Resources*
2.1	<i>Strengthen and formalise development and assessment interviews.</i>	<i>Three times a year, from 2026</i>	<i>All employees</i>	<i>Completed three annual interviews; documented development plans with strategic directions</i>	<i>HR Manager / Line Managers, 1 PM</i>
2.2	<i>Provide unconscious bias training for all staff involved in recruitment and promotion.</i>	<i>From 2027</i>	<i>Staff involved in recruitment/promotion</i>	<i>Training completion rates; feedback surveys.</i>	<i>HR Manager / GE Officer / Line Managers, 1 PM</i>
2.3	<i>Offer leadership training (Leadership Development, Negotiation Skills, Training of Trainers, Presentation, and Public Speaking Skills) and/ or coaching opportunities..</i>	<i>From 2027</i>	<i>All employees, particularly women</i>	<i>Number of participants; gender breakdown; career progression tracking.</i>	<i>HR Manager / GE Officer, 1 PM</i>
2.4	<i>Include the whole team in decision making processes (as mission and vision workshop, group retrospective, 5-behaviour workshop)</i>	<i>From 2026</i>	<i>All employees</i>	<i>Workshop completion rates; feedback surveys.</i>	<i>HR Manager / GE Officer, 1 PM</i>

Table 2 Planned Measures to address goal 2

Goal 3: Improving work/life balance

Measure No.	Measure	Timelines	Targets	Indicators*	Responsibilities/Resources*
3.1	<i>Make employees' well-being an explicit topic of discussion in bilateral meetings with supervisors.</i>	<i>Continuous from 2027</i>	<i>All employees</i>	<i>Documentation of well-being discussions in meeting records.</i>	<i>Line Managers / HR Manager, 1 PM</i>
3.2	<i>Consider offering further flexibility around days before and after business trips, including additional remote-working days.</i>	<i>From 2027</i>	<i>All employees</i>	<i>Employee feedback on flexibility around trip-related days; uptake of additional remote-working days; number of flexibility requests accommodated.</i>	<i>HR Manager / DG / Finance management, 0.5 PM</i>
3.3	<i>Improving and monitoring policies for core working hours and overtime compensation (with KPI reporting).</i>	<i>End of 2027</i>	<i>All employees</i>	<i>Policy adopted; KPI report on overtime and compensation.</i>	<i>HR Manager / Finance Management 1 PM</i>
3.4	<i>Provide training in stress management</i>	<i>From 2026</i>	<i>All employees</i>	<i>Training sessions delivered; employee feedback and awareness levels.</i>	<i>GE Officer / HR Manager 0.5 PM</i>
3.5	<i>Raise awareness of family-friendly measures and on employees' policies (also with AI tools)</i>	<i>From 2027</i>	<i>All employees</i>	<i>Employees' feedback and awareness levels.</i>	<i>GE Officer / HR Manager / IT Manager 0.5 PM</i>

Table 3 Planned measures to address goal 3

Goal 4: Awareness and prevention of microaggression, bullying and sexual harassment

Measure No.	Measure	Timelines	Targets	Indicators*	Responsibilities/Resources*
4.1	<i>Give greater visibility to the existing code of conduct and anti-discrimination policy explicitly addressing harassment, discrimination, and violence.</i>	<i>Continuous from 2027</i>	<i>All employees</i>	<i>Increased awareness in surveys; policy accessible to all staff.</i>	<i>GE Officer / HR Manager 0.5 PM</i>
4.2	<i>Establish a protocol to prevent mobbing/harassment, with a clear reporting mechanism and dedicated anti-harassment complaint mechanism with a mediator.</i>	<i>End of 2027</i>	<i>All employees</i>	<i>Protocol and reporting mechanism in place; number of cases reported and resolved.</i>	<i>GE Officer / HR Manager 1 PM</i>
4.3	<i>Provide training on harassment, unconscious bias, and gender equality, and run awareness campaigns on unconscious bias and inappropriate behavior.</i>	<i>From 2027</i>	<i>All employees</i>	<i>Training completion rates; campaign reach; survey awareness levels.</i>	<i>GE Officer / HR Manager 1 PM</i>

Table 5 Planned measures to address goal 4

Goal 5: Gender Diversity in Research

Measure No.	Measure	Timelines	Targets	Indicators*	Responsibilities/Resources*
5.1	<i>Continue and strengthen the practice of ensuring balanced representation among speakers and chairs at conferences, symposia, and training schools, actively prioritising female researchers and other underrepresented groups.</i>	<i>Continuous from 2027</i>	<i>Conference/symposia participants</i>	<i>Gender balance statistics for speakers and chairs; formalised strategy document.</i>	<i>GE Officer / Communication Officer, 0.5 PM</i>
5.2	<i>Emphasise the presence of female and other underrepresented categories in communication strategies.</i>	<i>From 2027</i>	<i>Communications team / audience</i>	<i>Communication plan updated; increased visibility of underrepresented groups.</i>	<i>Communication Officer / GE Officer 0.5 PM</i>

Table 4 Planned measures to address goal 5

Overview of measures and targets per recommended area

Measure No	Measures	Work-life balance and organizational culture	Gender balance in leadership and decision-making	Gender equality in recruitment and career progression	Integration of the gender dimension into research and/or teaching	Measures against gender-based violence including sexual harassment
1.1	Implement a mentorship scheme for junior employees, pairing experienced colleagues (from central office or partners) with those earlier in their careers.		X	X		
1.2	Improve transparency of remuneration by producing an updated salary grid and establishing clear salary bands per position level.			X		
1.3	Develop a structured, centrally accessible system for tracking training participation and signposting training materials.	X		X	X	
1.4	Continue to actively inform all employees about ERIC-wide training opportunities		X	X	X	
1.5	Add career development training as strategy to development and assessment interviews (see 2.1)		X			
2.1	Strengthen and formalise development and assessment interviews.		X	X	X	
2.2	Provide unconscious bias training for all staff involved in recruitment and promotion.		X	X		
2.3	Offer leadership training (Leadership Development, Negotiation Skills, Training of Trainers, Presentation, and Public Speaking Skills).		X	X	X	
2.4	Include the whole team in decision making processes (as mission and vision workshop, group retrospective, 5-behaviour workshop)		X			
3.1	Make employees' well-being an explicit topic of discussion in bilateral meetings with supervisors.	X		X		
3.2	Consider offering further flexibility around days before and after business trips, including additional remote-working days.	X				

Measure No	Measures	Work-life balance and organizational culture	Gender balance in leadership and decision-making	Gender equality in recruitment and career progression	Integration of the gender dimension into research and/or teaching	Measures against gender-based violence including sexual harassment
3.3	<i>Improving and monitoring policies for core working hours and overtime compensation (with KPI reporting).</i>	X				X
3.4	<i>Provide training in stress management</i>	X				X
3.5	<i>Raise awareness of family-friendly measures and on employees' policies (also with AI tools)</i>	X				
4.1	<i>Give greater visibility to the existing code of conduct and anti-discrimination policy explicitly addressing harassment, discrimination, and violence.</i>	X				X
4.2	<i>Establish a protocol to prevent mobbing/harassment, with a clear reporting mechanism and dedicated anti-harassment complaint mechanism with a mediator.</i>	X				X
4.3	<i>Provide training on harassment, unconscious bias, and gender equality, and run awareness campaigns on unconscious bias and inappropriate behavior.</i>			X	X	X
5.1	<i>Continue and strengthen the practice of ensuring balanced representation among speakers and chairs at conferences, symposia, and training schools, actively prioritizing female researchers and other underrepresented groups.</i>				X	
5.2	<i>Emphasise the presence of female and other underrepresented categories in communication strategies.</i>				X	

Table 7 Overview of all planned measures

Monitoring and Evaluation

The Gender Equality Committee, together with the EU-OPENSSCREEN management team will continuously monitor and evaluate the GEP and its measures. An end-of-year employee survey on GEP topics will track outcomes annually, and its results will be shared with all employees.

Abbreviations

BR Betriebsrat, Workers' Council

EIGE European Institute for Gender Equality

ERIC European Research Infrastructure Consortium

EU European Union

GDP Gross Domestic Product

GE Gender Equality

GEAM Gender Equality Audit Monitoring GEAM

GEAR Gender Equality in Academia and Research

GEP Gender Equality Plan

HR Human Resources

IT Information Technology

PM Person Month

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