

Gender Equality Plan

2022–2026

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1. Introduction

Gender equality, in particular, the advancement of women in science, has been a priority at EMBL for the last 10 years. Even though the number of women choosing a scientific path has increased over the years, there are still relatively few women in leadership positions in science. The factors contributing to this are multiple and complex, but it is clear that women in science can still face increasing obstacles as they progress up the academic ladder. This well-documented phenomenon is sometimes referred to as the ‘leaky pipeline’.

In order to address this gender imbalance, EMBL set up a Gender Balance Working Group over 10 years ago. This later became the Gender Balance Committee and subsequently, the Equality, Diversity and Inclusion Committee. In addition, the Women in Science Working Group has organised a number of gender-related initiatives across all of EMBL’s sites. EMBL has also been active in raising international awareness and enabling discussion, for example, by recently co-hosting two conferences on women in science (‘The Impact of the Covid Crisis on Women in Science’ and ‘Gender Roles and their Impact in Academia’), together with our sister organisation EMBO.

In 2021, EMBL built upon these existing activities and initiatives to develop a strategic approach across EMBL. The **Equality, Diversity and Inclusion (EDI) Office** was created along with the establishment of new EDI Governance structures. The EDI Office led the development of EMBL’s first Equality, Diversity and Inclusion Strategy 2022-2026 which was launched in December 2021. The current **Gender Equality Plan (GEP)** draws from EMBL’s wider Equality, Diversity and Inclusion Strategy which envisions a more inclusive research and work culture that leverages diversity, in its broadest sense, to enhance EMBL’s role as a leader in the life sciences in Europe and globally. The GEP is one of the catalysts to reach this goal.

The GEP was developed by the EDI Office in collaboration with relevant units and departments across EMBL, through a consultative and participatory process, which comprised different key initiatives:

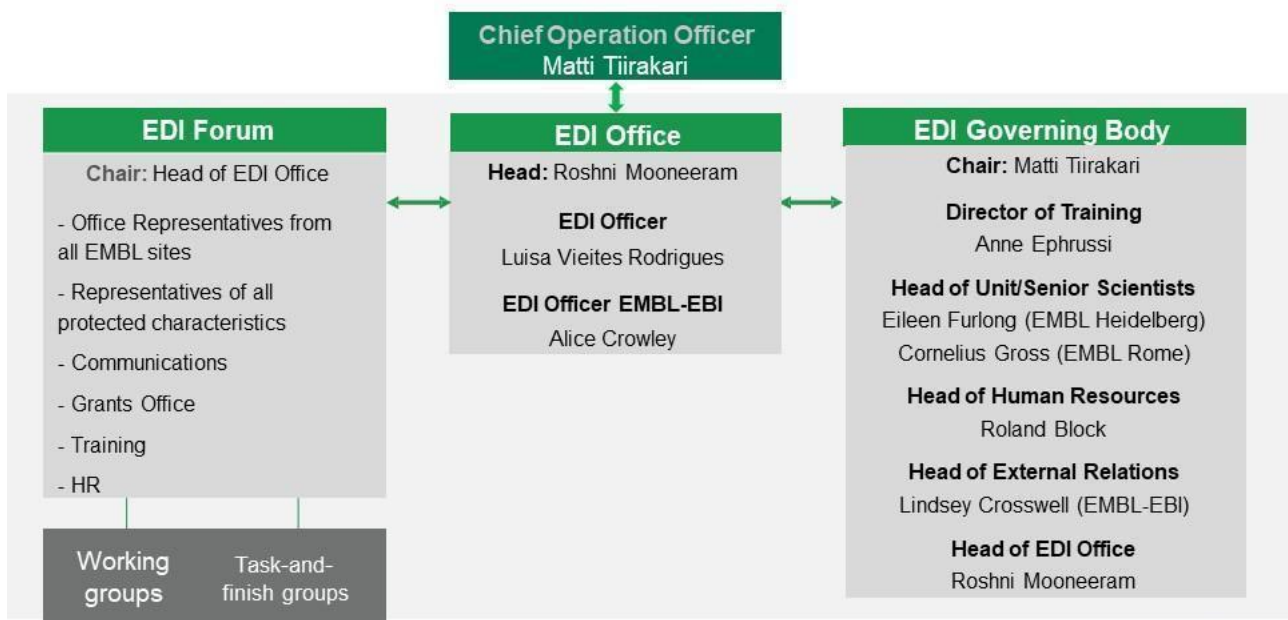
- **EDI Survey:** In March 2021, EMBL commissioned Advance HE to conduct a survey to gather qualitative and quantitative data regarding staff concerns and experiences of EDI at EMBL. This resulted in the development of the *Report into Perceptions and Experiences of Equality, Diversity and Inclusion at EMBL* which underpins EMBL’s EDI Strategy
- **Interviews and focus group discussions** with many colleagues across all sites
- **EDI Forum, Women@EMBL Working Group, LGBTQ+ community** were some of the channels/spaces we also used to draw from and gather information to feed into the GEP

Dedicated Resources

To drive the implementation of the GEP, EMBL has in place three Equality, Diversity and Inclusion structures (*see figure 1*): the **EDI Office**, which holds expertise in gender equality and therefore will implement the GEP in collaboration with different stakeholders; the **EDI Forum**, comprised of staff who represent different diversity characteristics (e.g., gender and intersectionality, LGBTQ+, ethnicity, etc.), which serves to listen to staff, highlight issues, and come up with proposals to discuss with the EDI Office; and the **EDI Governing**

Body that consists of a small team of senior staff to support the implementation of the EDI Strategy and GEP.

Figure 1: EMBL’s EDI Governance Structure



The GEP as it is developed aims to support the implementation of the wider EMBL EDI strategy, which is divided into 4 axes (see figure 2). The Action Plan provides details of specific actions and activities, with corresponding indicators, which are designed to enable us to measure the success and impact of the GEP.

Figure 2: Gender Equality Strategic Axes



Endorsement of EMBL's Gender Equality Plan



Edith Heard

Director General

A handwritten signature in blue ink that reads "Edith".



Matti Tiirakari

Chief Operating Officer

A handwritten signature in blue ink that reads "Matti".



Roshni Mooneeram

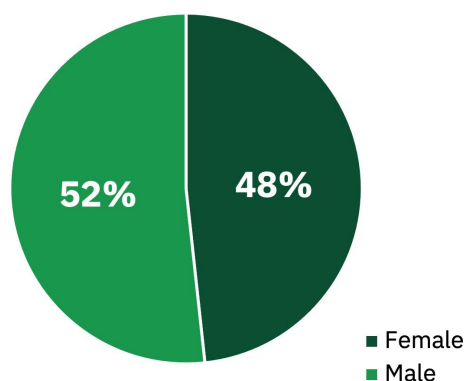
Head of Equality, Diversity & Inclusion EMBL

A handwritten signature in blue ink that reads "R Mooneeram".

2. EMBL's Gender Profile¹

Personnel

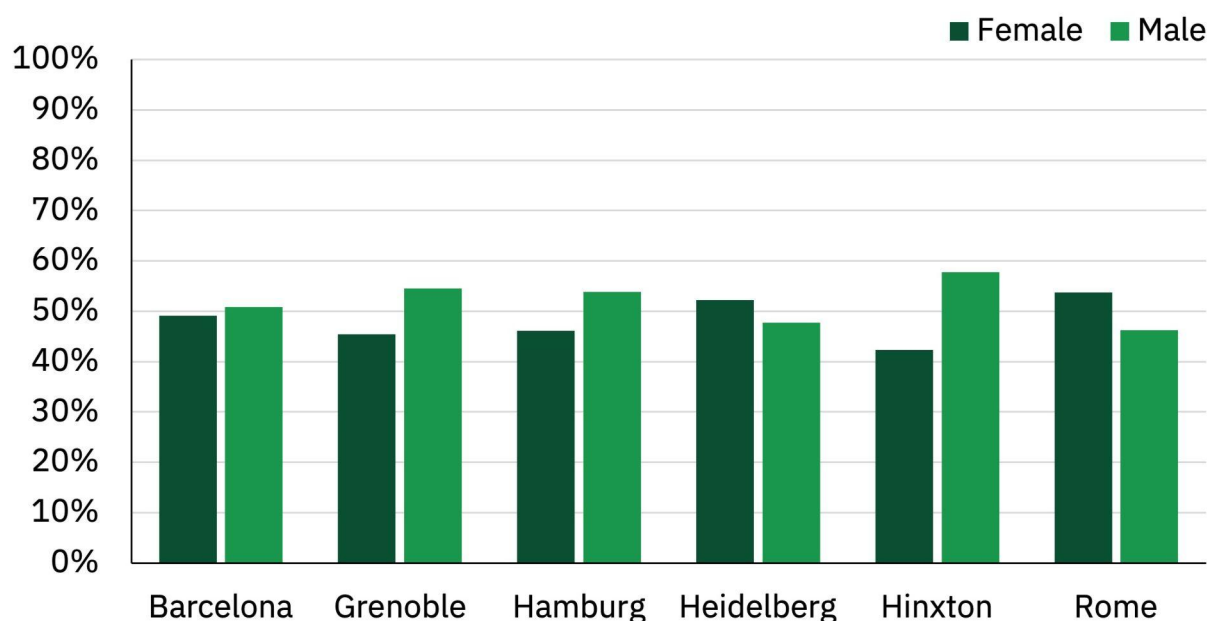
Figure 3: Percentage of personnel by gender total in 2020



Overall, the **gender split at EMBL** across 2020 was 48% female, 52% male (see Figure 3). From the six different EMBL laboratories (Barcelona, Grenoble, Hamburg, Heidelberg, Hinxton, and Rome) in 5 countries, Hinxton had the largest disparity in gender, with 42% female and 58% male.

In terms of **employee group**, EMBL's **Members of Personnel (MoP)**² have different classifications. 38% of postdoctoral fellows were female, versus 62% male, while 62% of supernumerary/ ancillary personnel were female versus 38% male (See Figure 4).

Figure 4: Gender ratio by site in 2020



Personnel at grades 4 or below are significantly more likely to be women (67%) than men (33%), while **personnel at grade 8** are significantly more likely to be men (66%) than women (34%). The same applies to **personnel at grades 9 or above** (70% men versus 30% women).

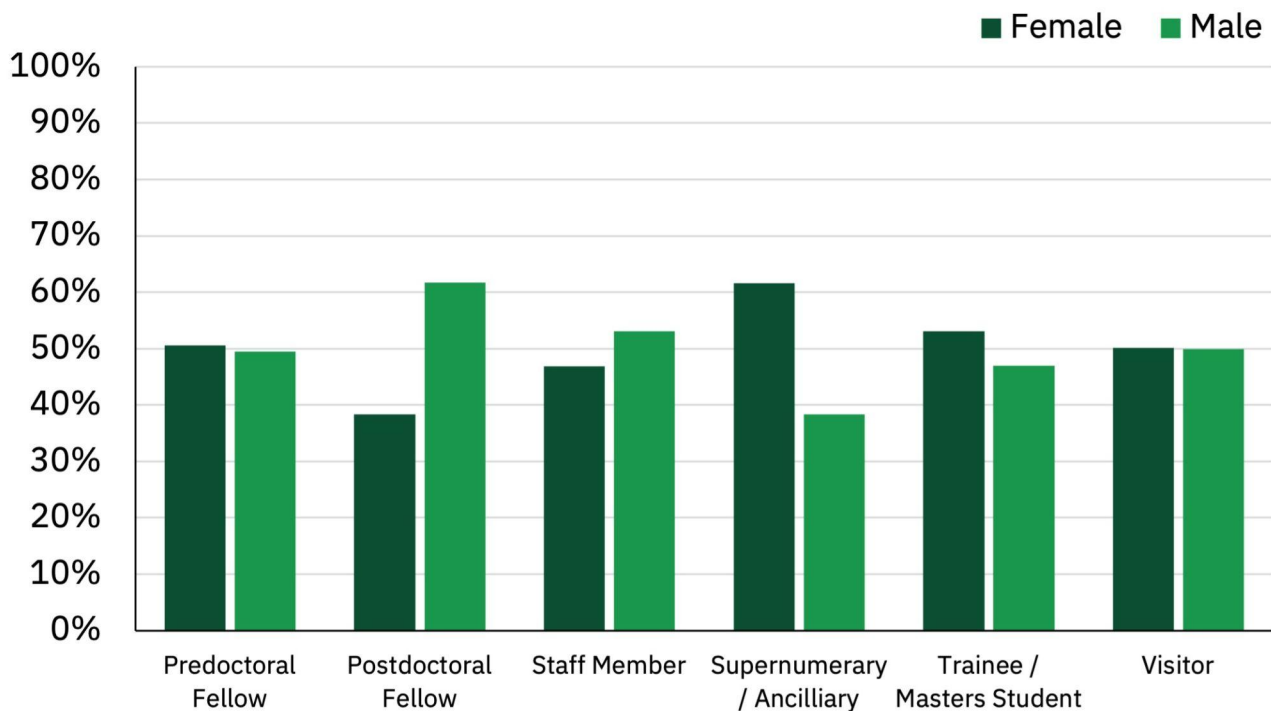
Women are significantly over-represented in areas such as **administrative support** (75% female versus 25% male) and **training and outreach** (70% female versus 30% male).

¹ For more detailed information about EMBL's Gender Equality Data, please see Appendix 1.

² In general, Members of personnel are classified as: Staff Members, Fellows (PhD students and Postdocs), Supernumeraries, Trainees, and Ancillaries.

Decision-making Committees

Figure 5: Gender ratio by employee group in 2020



A total of 365 people sat across 31 **decision-making committees** in 2021. Of those people, 36% were female and 64% were male. 2 committees had no women sitting at all (See Figure 5).

Applicants

Overall, the applicant split across 2020 was 40% female, 59% male, 1% non-binary. Following the general trend, administrative support, and training and outreach roles were the only categories where more applicants were women. Significantly more applicants for scientific and technical support and scientific services roles were male.

Conclusion

The data flagged priority areas of intervention relating to gender equality and served as a basis for the GEP Action Plan

3. Action Plan



Axis 1

Attract, develop, support and promote **Gender Equality**



Axis 2

Ensure that **Gender Equality principles** are built into all internal processes, systems and policies



Axis 3

Develop a **model of Inclusive Leadership and Gender Equality** in science and our services



Axis 4

Leverage **Gender Equality best practices** to positively influence our environment

GENDER EQUALITY PLAN 2022–2026

Axis 1: Attract, develop, support and promote Gender Equality at EMBL

Key Actions:	Measures of success:	Target year(s):	Responsibility:	Horizon Europe Thematic Areas
<ul style="list-style-type: none"> ● Input EDI principles, and Gender Equality, into HR, predoc and postdoc Recruitment and career development ● Ensure that EMBL jobs and fellowships are advertised on diversity recruitment boards to attract more women to apply ● Ensure that recruitment targets women identified as underrepresented by the EDI Survey Report (examples of intersectionality include: disability, ethnicity, sexual orientation) ● Ensure that recruitment for leadership positions targets women 	<ul style="list-style-type: none"> ● Recruitment figures show that EMBL attracts more applications from women compared to 2021 ● Selection figures show that EMBL appoints an increasing number of women at all levels 	2022-2026	EDI Office HR Recruiting Managers EICAT	2. Gender balance in leadership and decision-making 3. Gender equality in recruitment and career progression
<ul style="list-style-type: none"> ● Intersectional approach to gender data collection (e.g., disability, ethnicity, sexual orientation, etc.) to <ul style="list-style-type: none"> ○ Better inform the recruitment of women to leadership positions and science-related positions ○ Improve gender diversity on decision-making boards 	<ul style="list-style-type: none"> ● System for data collection in place ● Increasing response rates from current staff 	2022-2026	EDI Office HR Recruiting Managers EICAT	2. Gender balance in leadership and decision-making 3. Gender equality in recruitment and career progression

<ul style="list-style-type: none"> o Support women’s career progression and promotion 				
<ul style="list-style-type: none"> ● Gender-focused Learning and Development Programme: <ul style="list-style-type: none"> o LEAP 2 Programme for postdoc women (Sponsorship) o Leadership Programme for non-scientists with emphasis on women o Helping Hands Programme to support women in science during maternity and parental leave o Provide unconscious bias and gender equality best practices training to staff involved in: recruiting, drafting job descriptions, panel selection, shortlisting and interviewing, Ensure that diversity needs are met (e.g., women shortlists) 	<ul style="list-style-type: none"> ● More women reach leadership positions within and outside EMBL ● Better retention of women ● Productivity gap resulting from maternity leave is bridged ● Staff who participated in the training are more aware of the importance of gender equality and unconscious bias training 	<p>2022-2026</p> <p>2023-2026</p> <p>2022-2026</p> <p>2022-2026</p>	<p>EDI Office EICAT HR</p>	<ol style="list-style-type: none"> 1. Work-life balance and organisational culture 2. Gender balance in leadership and decision-making

<ul style="list-style-type: none"> • EDI seed-funding to enable EMBL personnel to create Gender Equality innovative projects and activities • Ensure visibility of EMBL Gender Equality policies and commitments and access to information about Gender Equality structures (e.g., induction) • The Women@EMBL Working Group provides a space for discussion and contact point for the wider EMBL community on Gender Equality initiatives 	<ul style="list-style-type: none"> • Employee engagement data are increasingly positive • All staff are made aware of EMBL's EDI and Gender Equality commitment and opportunities • The sharing and implementation of Gender Equality best practices are optimised 	<p>2022–2026</p> <p>2022</p> <p>2021–2026</p>	<p>EDI Office HR</p>	<ol style="list-style-type: none"> 1. Work-life balance and organisational culture 2. Gender balance in leadership and decision-making 3. Gender equality in recruitment and career progression 4. Integration of the gender dimension into research 5. Measures against gender-based violence, including sexual harassment
<ul style="list-style-type: none"> • Give visibility to the women of EMBL by showcasing them in EMBL initiatives both internally and externally • Celebrate key global diversity days, weeks, and months (e.g., International Women's Day, International Women and Girls in Science Day, Black History Month, Pride Month, etc.) through EDI Communications and events • Employee stories captured and shared reflecting the achievements and experiences of women of EMBL 	<ul style="list-style-type: none"> • Increased staff engagement • Increase in number of people who attend Gender Equality related events • EMBL's communication reflects and reinforces EMBL's values: openness, inclusion, integrity, 	<p>2021–2026</p>	<p>EDI Office COMMS</p>	<ol style="list-style-type: none"> 1. Work-life balance and organisational culture 2. Gender balance in leadership and decision-making 3. Gender equality in recruitment and career progression 4. Integration of the gender dimension into research 5. Measures against gender-based violence,

	transparency and fairness			including sexual harassment
Axis 2: Ensure that EDI and Gender Equality principles are built into all internal processes, systems and policies				
Key Actions:	Measures of success:	Target year(s):	Responsibility:	Horizon Europe Thematic Areas
<ul style="list-style-type: none"> Review language of job descriptions using the toolkit shared by the STEM change project from the University of Nottingham to target women 	<ul style="list-style-type: none"> Recruitment figures show that EMBL attracts an increasing number of applications from women, in areas where women are particularly lacking 	<p>2021-2023</p> <p>2022-2026</p>	<p>Task Force: EDI and Internal Processes and policies</p> <p>EDI Office</p> <p>HR</p>	<p>2. Gender balance in leadership and decision-making</p> <p>3. Gender equality in recruitment and career progression</p>
<ul style="list-style-type: none"> Review of: Code of Conduct, Internal Policy 60, Staff Rules and Regulations, Healthcare Provision, and other frameworks with a gender equality lens EDI input into new frameworks and policies (behavioural competency framework to be used for promotion, the award of open-ended contracts, wellbeing and mental health strategy, exit interviews and related data gathering for analysis and continuous improvement, hybrid working policy, flexible working policy) 	<ul style="list-style-type: none"> EMBL's internal policies, systems can be benchmarked against contemporary workplace practices 	<p>2021-2026</p>	<p>Task Force: EDI and Internal Processes and policies</p> <p>EDI Office</p> <p>HR</p> <p>COO</p> <p>Ombudsperson</p>	<p>1. Work-life balance and organisational culture</p> <p>2. Gender balance in leadership and decision-making</p> <p>3. Gender equality in recruitment and career progression</p> <p>4. Integration of the gender dimension into research</p>

<ul style="list-style-type: none"> Review and, if necessary, create trans inclusion policies – facilities, dress code, transitioning, guidance for individuals, co-workers, line-managers/supervisors 				5. Measures against gender-based violence, including sexual harassment
<ul style="list-style-type: none"> Gender-neutral toilets on each site, incl. diaper changing table Flexible space: breastfeeding/prayer room/resting room on each site 	<ul style="list-style-type: none"> 100 % of new buildings are gender inclusive 	2023 implementation 2024 implementation	EDI Office Facility Management Health and Safety Office Site FM/HS officer	1. Work-life balance and organisational culture
<ul style="list-style-type: none"> Set up procedures for reporting discrimination at EMBL with clear outcomes Inform, educate and support staff in raising and dealing with complaints 	<ul style="list-style-type: none"> Incidents of gender-based discrimination are reported and are acted upon in a timely manner 	2023-2026	EDI Office HR Legal office Ombudsperson COO	5. Measures against gender-based violence, including sexual harassment

Axis 3: Develop a model of Inclusive Leadership and Gender Equality in science and our services

Key Actions:	Measures of success:	Target year(s):	Responsibility:	Horizon Europe Thematic Areas
<ul style="list-style-type: none"> Competencies for leadership success are clearly defined and include Gender Equality objectives Inclusive Leadership and Mentoring skills as part of the Learning and Development Programme 	<ul style="list-style-type: none"> Leaders meet Gender Equality KPIs Leaders leverage team science and create space for the recognition of women EMBL's leaders practise a people-centred approach and prioritise work-life balance 	2022–2026	EDI Office HR	2. Gender balance in leadership and decision-making 3. Gender equality in recruitment and career progression
<ul style="list-style-type: none"> Leaders mentor new role models, in particular women, who will ultimately return to their countries Leaders ensure that team members' contributions to gender equality are proactively recognised in performance appraisals 	<ul style="list-style-type: none"> EMBL leaders take personal responsibility for promoting and leading Gender Equality within their Groups and Teams 	2022–2026	EDI Office HR	2. Gender balance in leadership and decision-making 3. Gender equality in recruitment and career progression
<ul style="list-style-type: none"> Build diversity by design and gender dimensions into research processes and data services where relevant 	<ul style="list-style-type: none"> EMBL demonstrates its commitment to gender equality 	2022–2026	EDI Office Grants Office	4. Integration of the gender dimension into research

<ul style="list-style-type: none"> • Training and resources are made available to GTLs to encourage them to include gender considerations when planning research proposals in human and planetary related health. 	<p>through its research and services</p> <ul style="list-style-type: none"> • Increased funding eligibility and success 		Group Leaders	
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Axis 4: Positively influence our environment

Key Actions:	Measures of success:	Target year(s):	Responsibility:	Horizon Europe Thematic Areas
<ul style="list-style-type: none"> • Collaborate with the European Learning Laboratory for the Life Sciences (ELLS) to target girls and women • Regular external communication on our Gender Equality Plan and our progress 	<ul style="list-style-type: none"> • Data shows that EMBL’s public engagement reaches all genders 	2023-2026	EDI Office HR EICAT COMMS ELLS	3. Gender equality in recruitment and career progression
<ul style="list-style-type: none"> • Assist EMBL in reaching women speakers and participants from different parts of the world for external training (e.g., CCO) 	<ul style="list-style-type: none"> • Data shows that EMBL’s external training is increasingly inclusive of women 	2022-2026	EDI Office International Relations ELLS COMMS CCO Alumni EMBO	3. Gender equality in recruitment and career progression

4. Conclusion

The GEP 2022-2026 is part of EMBL's efforts to redress the lack of representation of women in leadership roles both in science and services and administration, and to support and attract more qualified women into scientific related fields.

By embedding Gender Equality principles into EMBL's culture, we want to ensure that women feel included, thrive, and develop a strong sense of belonging at EMBL. EMBL's intersectional approach to Gender Equality, through the collection of diversity data, is just one of the many initiatives that will enable us to build a more inclusive and modern workplace as well as hold EMBL accountable and committed to Gender Equality. While working closely with key departments, such as HR and other relevant units, we will ensure that processes, policies and systems provide equal opportunities for women to progress and achieve leadership roles.

We also want to ensure that gender dimensions inform EMBL's research paradigm which, in turn, will enhance scientific excellence and innovation at EMBL. EMBL is supporting a new generation of gender-inclusive leaders and aims to create ripple effects in science and societies.

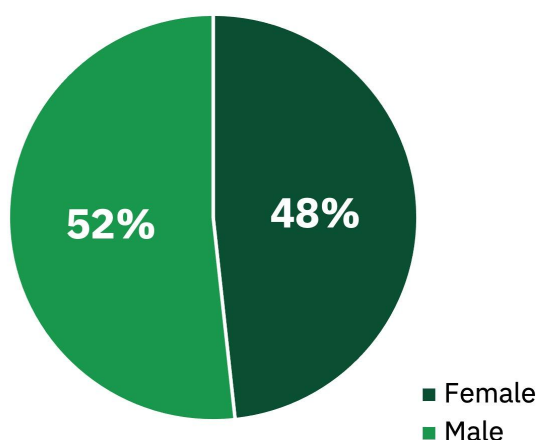
Appendix

Appendix 1: EMBL's Gender Profile

Personnel

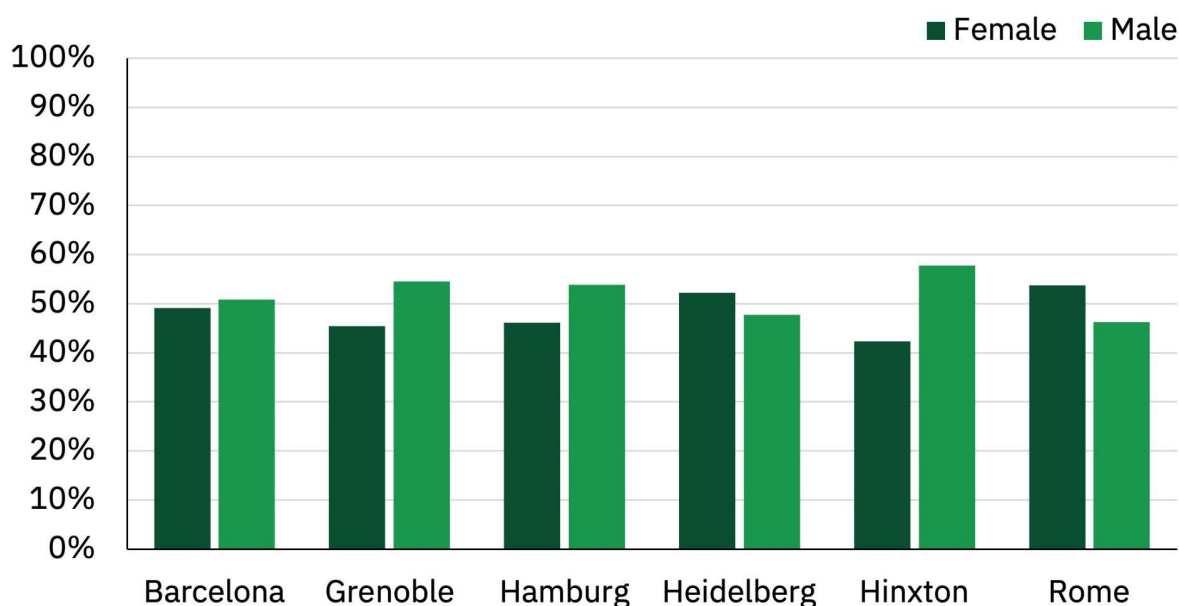
In total, across the period 1st January to 31st December 2020, EMBL counted 2806 personnel. 48% were female (1355) and 52% were male (1451).

Figure 3: Percentage of personnel by gender total in 2020:



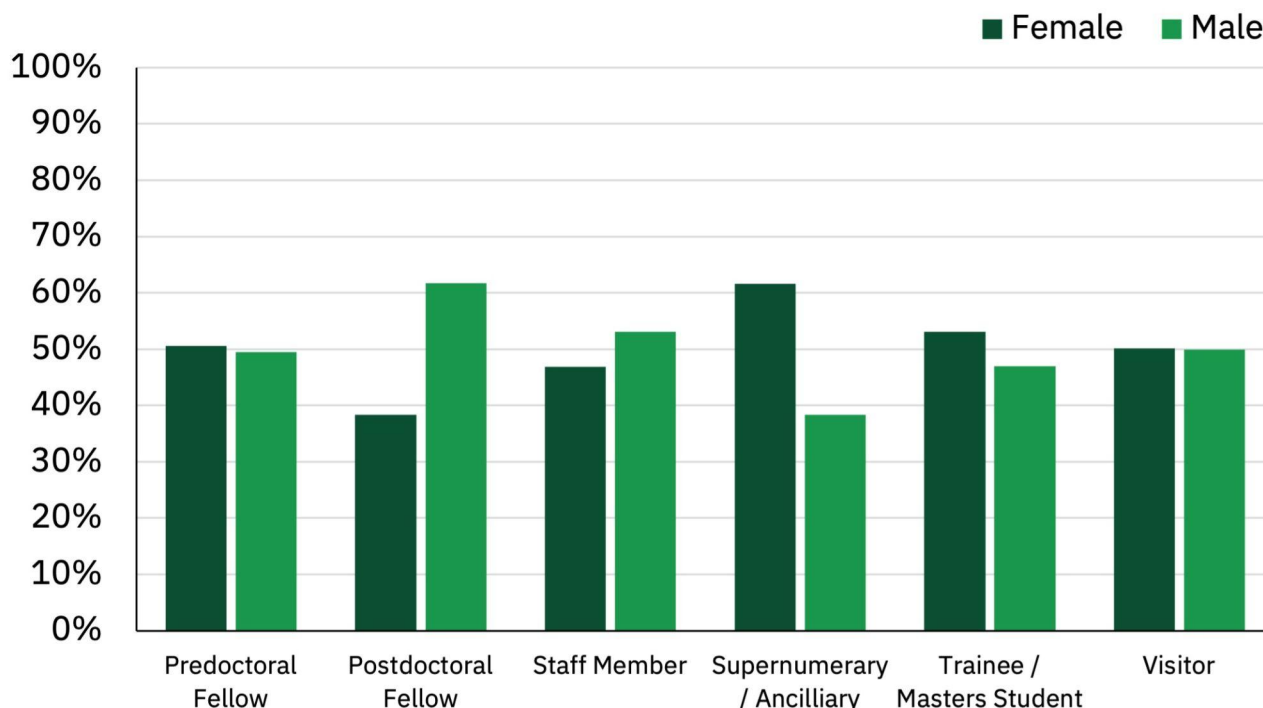
Across the six EMBL sites, EMBL-EBI Hinxton had the largest disparity in gender with 42% of personnel listed as female and 58% of personnel listed as male. This was followed by Grenoble with 45% female and 55% male, Hamburg with 46% female and 54% male, and Barcelona with 49% female and 51% male. Both Heidelberg and Rome had more female personnel than male personnel, Heidelberg with 52% female versus 48% male, and Rome with 54% female versus 46% male. Barcelona was the site with the closest to completely equal proportions of male and female personnel, however Barcelona was the smallest site with 57 personnel (compared to the closest in size – Rome with 80 – and the largest site – Heidelberg with 1473 personnel).

Figure 4: Gender ratio by site in 2020



Personnel at EMBL are divided into six employee group categories – predoctoral fellows, postdoctoral fellows, staff members, supernumerary/ancillary personnel, trainees/masters students, and visitors. The proportion of predoctoral fellows who were female versus those who were male was equal – 51% female versus 49% male. At postdoctoral fellow level, this shifts and only 38% were female, versus 62% male. 47% of staff members were female versus 53% who were male. 62% of supernumerary/ancillary personnel were female versus 38% who were male. For trainee/masters students 53% were female and 47% were male. The gender proportion for visitors was equal (50/50).

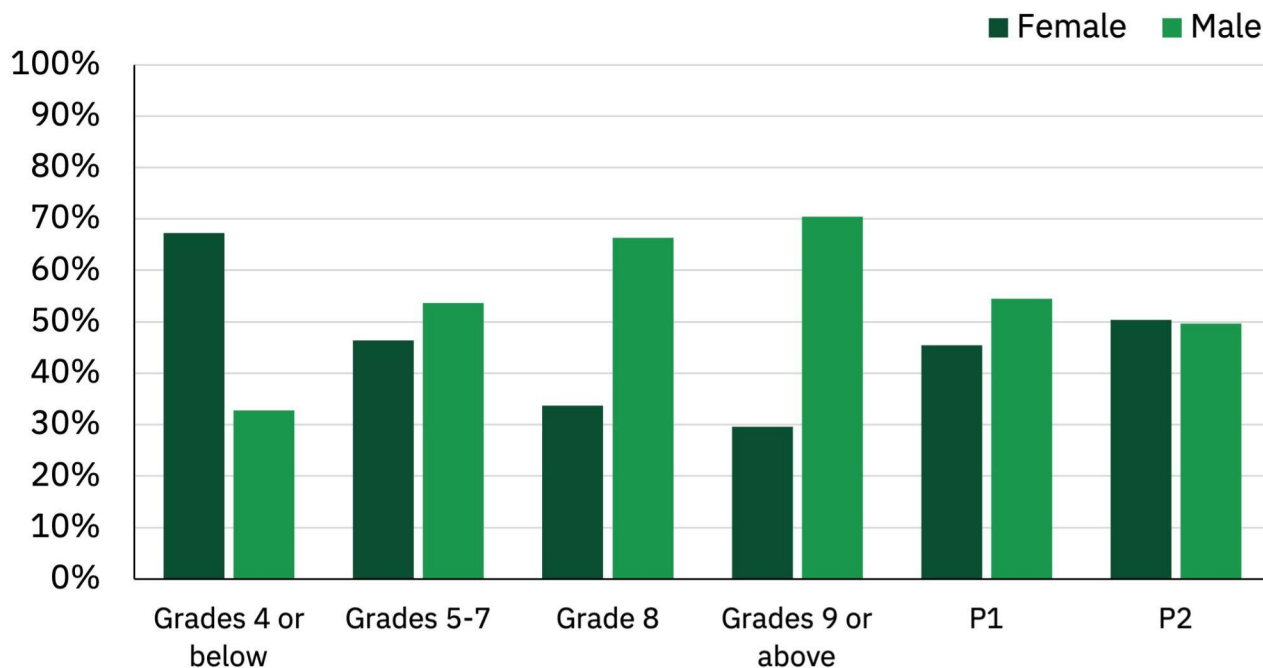
Figure 5: Gender ratio by employee group in 2020



Women represented a larger proportion of those at grades 4 or below than men (women were 67% versus 33% for men). For grades 5-7 men were a slightly larger proportion (46% for women versus 54% for men). For grade 8 women were 34% of personnel versus 66% for men. For grades 9 or above, women were only 30% of personnel, compared to 70% for men.

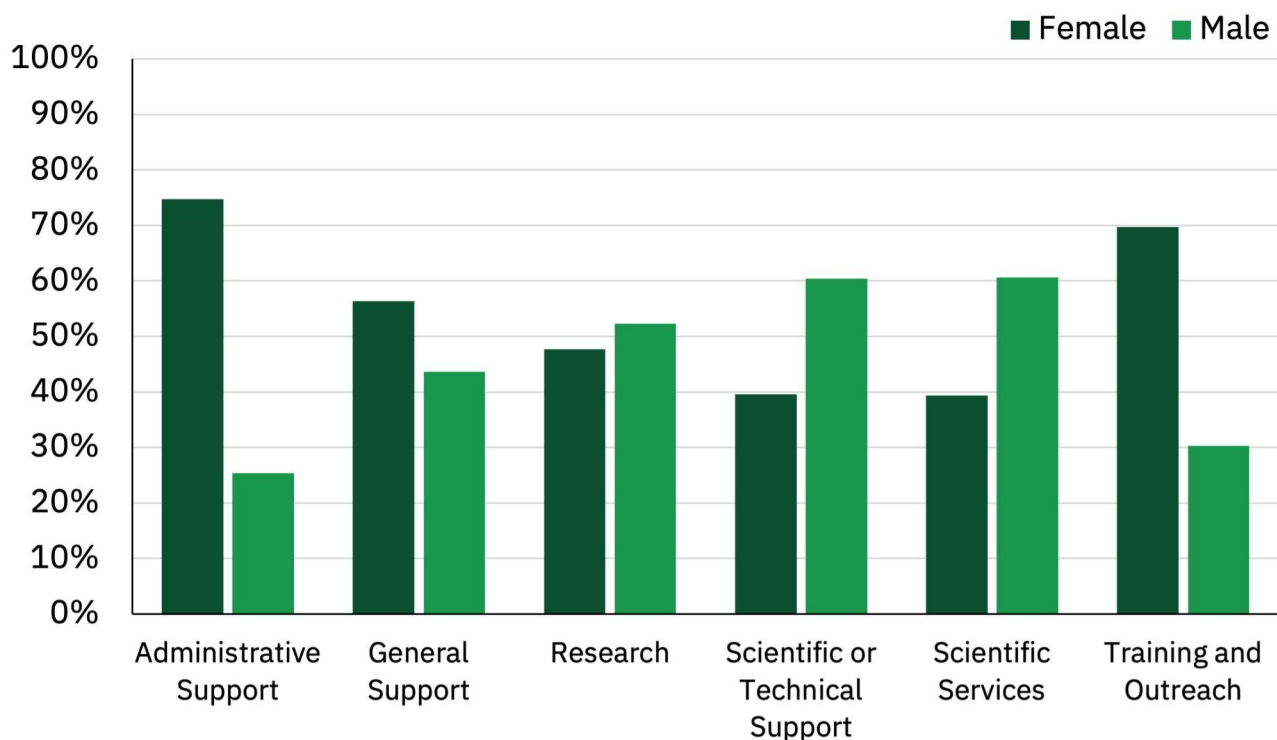
For level P1, women were 45% of personnel, versus 55% for men. For level P2 this equalised to 50/50.

Figure 6: Gender ratio by grade in 2020



Personnel at EMBL are divided into 6 OM classifications – administrative support, general support, research, scientific or technical support, scientific services, and training and outreach. Women were significantly over-represented in administrative support (75% female versus 25% male) and training and outreach (70% female versus 30% male). Women also represented a larger proportion of those classified as general support (56% female versus 44% male). Men represented a larger proportion of those classified as scientific or technical support (40% female versus 60% male) and as scientific services (39% female versus 61% male). For those classified as research, 48% were female and 52% were male.

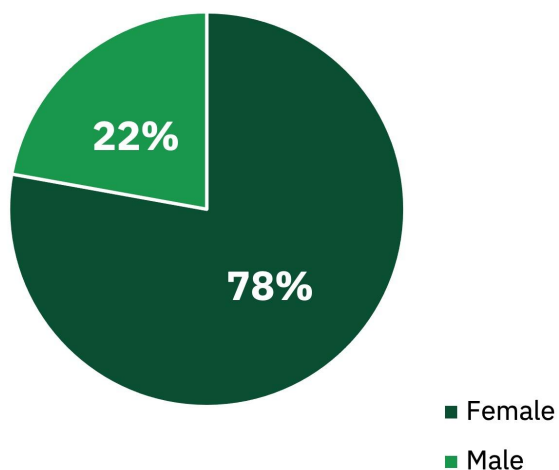
Figure 7: Gender ratio by OM Classification in 2020



Part-time Work Schedule

Of the total personnel with part-time work schedules in 2020 (149), 78% were female (116), and 22% were male (33).

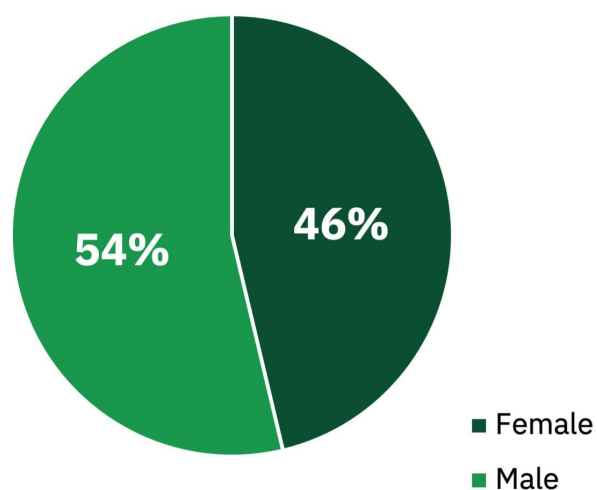
Figure 8: Gender split for part-time personnel in 2020



Leavers

Of the total personnel who left the organisation over 2020 (458), 46% were female (212) and 54% were male (246).

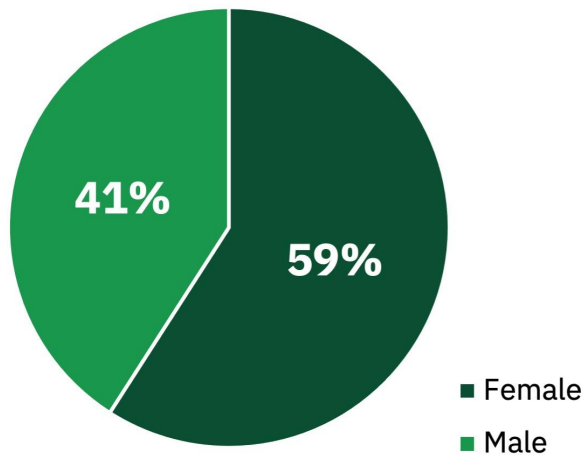
Figure 9: Gender split for leavers in 2020



Training

Of the total personnel participating in one or more training sessions in 2020 (782), 59% were female (462), and 41% were male (320).

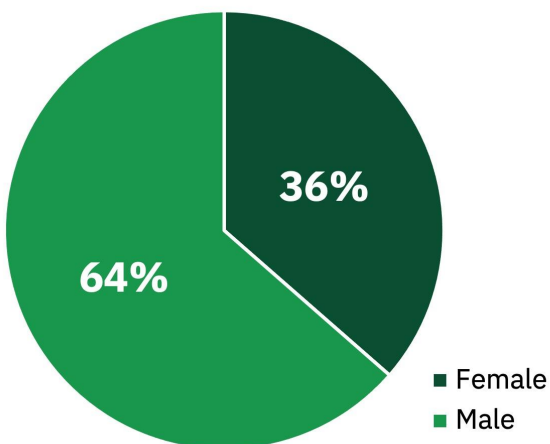
Figure 10: Gender split for staff members participating in 1 or more training sessions in 2020



Decision-making Committees

In total there were 31 decision-making committees in 2021, with a total of 365 people. Of those, 36% were female (133), and 64% were male (232). There were 4 committees where more women sat than men, and 2 committees where no women sat at all.

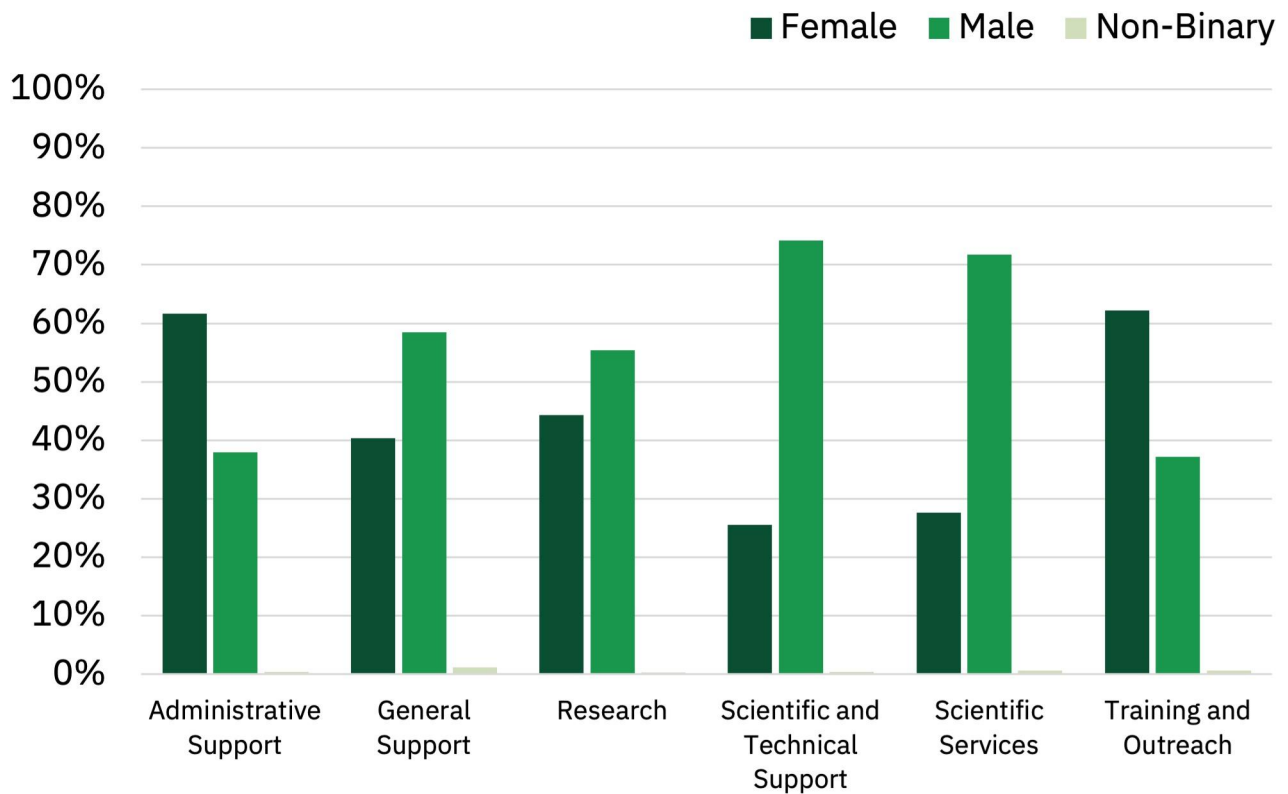
Figure 11: Gender split across Decision-making Committees in 2021



Applicants

In total, 19817 people applied for positions at EMBL in 2020. Of these, 40% were female (7965), 59% were male (11759), and 1% were non-binary (93). Positions were divided into 6 classifications: administrative support, general support, research, scientific and technical support, scientific services, and training and outreach. Administrative support and training and outreach were the only categories where the proportion of applicants who were women was greater than the proportion of applicants who were men (administrative support was 62% female versus 38% male, and training and outreach was 62% female, 37% male, and 1% non-binary). The category where the proportion of applicants who were female and the proportion of applicants who were male was closest was research (44% female versus 55% male).

Figure 12: Gender ratio by Applicants in 2020



For more information about the Gender Equality Plan at EMBL, visit our webpage:
<https://www.embl.org/about/info/equality-diversity/>

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