

GOVERNANCE DOCUMENT

DIVERSITY & INCLUSION STRATEGY

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LUXEMBOURG
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1. PURPOSE

In accordance with the recommendations of the Executive Committee and the staff delegation, the Board of Directors of LIST has approved a Diversity & Inclusion Strategy which describes our standpoint and approach to diversity and inclusion. The purpose of this document is to provide a declaration of LIST's commitment and ambition as regards Diversity and Inclusion in the workplace.

LIST recognises and supports equal human rights and is against discrimination, differential treatment, harassment, inappropriate or unreasonable interference with work performance and similar in employment and working conditions. In line with the global values and leadership promise, LIST is committed to intensifying its efforts to change corporate culture in order to become an exemplary equal opportunities employer. LIST's ambition is to empower their employees to come to work as their authentic selves, comfortable in expressing their ideas and participating fully within the team – assured that their contributions will be considered.

A truly diverse and inclusive culture is critical to LIST remaining innovative and attracting, developing and retaining the best talent. We genuinely believe that having a diverse workforce, where employees can realise their potential based on their different individual backgrounds and thought diversity is a significant business advantage that LIST can leverage upon.

D&I is not a rigid concept but is flexible and must be adapted to societal changes. Therefore, LIST's approach to implementing the D&I strategy needs to evolve constantly in order to be able to react to different requirements and expectations.

2. SCOPE

The provisions of the present document apply to all LIST staff, including permanent and temporary employees, doctoral students, interns and apprentices, students and seconded employees.

Furthermore, the document will also be drawn to the attention of external parties, including scientific visitors, consultants, sub-contractors and service providers, and job applicants among others.

3. GENERAL CONTEXT

At the end of 2020, the population of Luxembourg was about 626,000 inhabitants, of whom only about 50% are native Luxembourgers. The other half are non-Luxembourgers who have moved here from another part of the world. In addition, there are around 185,000 commuters who travel to Luxembourg from the Greater Region (France, Belgium and Germany) every day¹.

Luxembourg is thus a diverse country, and this shapes the everyday and professional life of all citizens and cross-border workers through multilingualism and cultural diversity. It is also reflected in the workforce and requires all actors to be willing and able to tolerate, accept and understand different ways of thinking and working, due to the diverse cultural backgrounds and experiences of the population. Diversity management has therefore become increasingly important.

Different studies show that organizations that promote diversity and inclusion and incorporate it as an intrinsic part of the organizational culture perform better and are more resilient to crises than those with a homogenous workforce. Companies with diversity within the management have higher productivity, and a higher innovative potential and creativity and thus are more successful in research. In companies with a high ethnic diversity, the probability of having an above-average profitability increases by 33%².

¹ <https://luxembourg.public.lu/en/society-and-culture/population/demographics.html>

² Vivian Hunt, Sara Prince, Sundiatu Dixon-Fyle, Lareina YeeMc, Delivering through Diversity, Kinsey & Company, 2018

Moreover, the ever-changing societies we live in and an increasing local, national and international focus on protecting human rights and achieving sustainable development goals, require the efforts of individual organizations to implement measures. These measures are needed to guarantee collective and individual human rights, equal opportunities for all to prosper without any discrimination, regardless of their differences or similarities.

LIST's workforce is very diverse in terms of the origins, education, age, gender, sexual orientation and cultural background of the employees. We have made good progress over the last years in creating a fair, flexible and equal opportunities working environment. Nevertheless, recent data on the workforce shows that we do not use the available potential and are not promoting our talents to a sufficient extent. LIST's D&I strategy offers a framework to support the institute in designing and following effective strategies relating to workplace culture, leadership and recruitment processes to improve equal opportunities and gender equality.

4. DEFINITION

The commonly used term "Diversity" comes from the early 20th century women's and civil rights movement in the United States. "Diversity management" encompasses strategies, programmes and measures for a constructive and productive handling of diversity. Diversity management became increasingly important due to increasing globalization, migration, demographic change, changing values, social and emancipation movements, which have brought about an increasing diversity of identities, ways of life and life situations³.

There are two different ways of defining "Diversity":^{4 5}

- **'Diversity as differences'** focuses on the otherness of people (physical and cultural differences of individuals),
- **'Diversity as differences and similarities'** focuses on the many similarities between groups of people who appear to be different at a first glance.

Diversity refers to a mixture of differences and similarities and concludes that all individuals belong to several groups at the same time. The attempt to describe the diversity and differences of people using specific characteristics or aspects like sex, gender, identity, age and nationality, runs the risk of losing sight of the individuality of the single person. In order to choose a fitting approach for each individual, we need to adopt the definition of **"diversity as differences AND similarities"**.

D&I experts agree that diversity alone is not enough and state that only if these differences and similarities are integrated in an inclusive way in an organization can the full benefits be expected. While diversity is often described as 'being invited to the party', inclusion can be seen as 'being invited to dance'⁶. Thus, in an organizational setting, inclusion includes the efforts and practices that allow different groups or individuals from different backgrounds to be culturally and socially accepted, treated equally and to enjoy full participation in the organization. Inclusion is a sense of belonging that manifests itself in an inclusive culture, which makes people feel valued as being essential to the success of the organization.

In order to take a comprehensive approach to D&I, a model must be chosen to implement this definition in a way that shows diversity in all its varieties and helps to highlight similarities.

³ Krell Gertraude, Riedmüller Barbara, Sieben Barbara, Vinz Dagmar (2007): Einleitung – Diversity Studies als integrierende Forschungsrichtung. In: Krell Gertraude, Riedmüller Barbara, Sieben Barbara, Vinz Dagmar (Hg.): Diversity Studies. Grundlagen und disziplinäre Ansätze. Frankfurt/Main: Campus, 7-15, S. 9

⁴ Wellner, Alison (2000), How do you spell diversity? Training, v37 n4 S.34,36,38

⁵ Vedder Günther (2006): Die historische Entwicklung von Diversity Management in den USA und in Deutschland. In: Krell Gertraude, Wächter Hartmut (Hrsg.): Diversity Management. Impulse aus der Personalforschung. München, 1-23., S. 10f

⁶ Verna Myers, Diversity and inclusion expert and founder and president of Verna Myers Consulting Group, first used this picture to describe diversity and inclusion.

We refer to a model established by Lee Gardenswartz and Anita Rowe⁷ to depict the variety of aspects and dimensions of diversity that exist and play a role in the workplace or in daily life. The “Four layers of Diversity” model consists of Personality, Internal Dimensions, External Dimensions and Organizational Dimensions. We all use these four layers to process stimuli, information and experiences and to classify, evaluate, characterize and influence situations.



*Gardenswartz & Rowe, *Diverse Teams at Work* (2nd Edition, SHRM, 2003)

Fig.1 Four layers of Diversity⁸

The model depicts diversities that can create social and structural inclusion and exclusion processes in different areas of life (Fig. 1). The core dimensions, for example, age, gender orientation, ethnicity or physical abilities can be seen in the central circle. When reading the model from the inner to the outer layer, an increase in possibilities to influence the diversity dimension can be observed. The inner dimensions can hardly be influenced from the outside, while the external and organizational dimensions can be actively influenced.

The layers that have the most influence and impact on current events are dependent on the context, situation and goal. It is important not to focus and act solely on one single dimension, but to take a multidimensional approach (combining a variety of dimensions) with an intersectional method (taking into account related and linked identity aspects). This is the definition and basis for the LIST D&I strategy.

⁷ Gardenswartz, Lee; Rowe, Anita; (1995), *Diverse teams at work: Capitalizing on the power of diversity*, Society for Human resources management, Alexandria 1995.

⁸ Regarding the ongoing discussion of using the term race and/or ethnicity, we are aware about the sensitivity of this topic. In order to be in line with the socially accepted, appropriate and respectful term, we will monitor the evolving definitions and use of these terms and adapt our language accordingly. Concerning the terminology and actual discussion, see: The Law Society, *A Guide to race and ethnicity terminology and language* <https://www.lawsociety.org.uk/en/topics/ethnic-minority-lawyers/a-guide-to-race-and-ethnicity-terminology-and-language>; and M. Tibayrenc (2017) *The Race/Ethnic debate: An outsider’s view*, in: *On Human Nature, Biology, Psychology, Ethics, Politics, and Religion*, 2017, Pages 633-649

5. LIST'S COMMITMENT

At LIST, we recognize the diversity, difference and similarities of the persons that form the LIST community. LIST strives to offer a working environment that is free from prejudices and shaped by acceptance and mutual trust. We are committed to giving all employees the same development opportunities, promoting their professional development and enabling them to combine work and private life in a balanced manner. All LIST organs, departments and staff profess diversity and commit to the principle of equal treatment, mutual respect, and tolerance.

We believe that diversity and an appreciative corporate culture are key drivers for creativity, innovation and inventions. Our ability to deliver excellent results depends on and is driven by the anchoring of diversity and inclusion in our corporate culture. This will have a positive impact on us achieving our goals and on our reputation with business partners, customers and citizens. We know that having varied perspectives helps generate better ideas to solve the complex problems of a changing – and increasingly diverse – research environment.

We strive to improve our working conditions for all employees in order to give them the flexibility they need to perform excellent research. At the same time, we will analyse and adjust the working conditions and environment to create or improve conditions for persons with disabilities or special needs.

We want to attract and retain the qualitative best employees and be a leading employer when it comes to diversity, gender equality and inclusion. Gender equality, equal opportunity and inclusion should become intrinsic parts of the LIST culture and be implemented at all organizational levels and into all structures. All employees should be able to be represented at all organizational levels, regardless of their sex/gender, culture, sexual orientation, religion, age, or physical abilities. This means that some beliefs, attitudes, and unconscious biases that undermine or prohibit progress towards equality and equity need to be challenged and dismantled.

6. STRATEGIC CONTEXT AND ALIGNMENT

LIST presented its new commitment in December 2020. The Diversity and Inclusion strategy is part of this alignment.

The Diversity and Inclusion strategy is cross-sectional and includes all areas of the institute and promotes equality and equal opportunities on all levels and will contribute to a higher value creation. In the context of the overall LIST strategy, diversity and inclusion goals have been defined to be achieved in the coming years through the implementation of various coordinated projects and measures.



Fig. 2 D&I objectives in the context of LIST strategy

The overarching organizational objectives of obtaining projects, improving partnership orientation and creating a more resilient LIST, as well as the more specific goals of attracting more talent from a broader pool, improving employee satisfaction and establishing better decision-making practices, have created a clear goal for the D&I project.

A preparatory working group⁹ in place from January 2021 to June 2021 undertook a preliminary analysis of the relevant factors at LIST that must be taken into consideration to attain the above-mentioned objectives. These have been grouped together in three focus areas: **equal opportunities, wellbeing and belonging, and special protection**. (A detailed description of the focus areas, sub-topics and some preliminary measures can be found below.) The definition of these focus areas allows an in-depth focus on specific groups and potential problems and enables us to develop targeted measures that can generate clear results.

Attracting talent, improving employee satisfaction and better decision-making will be targeted by specific measures within the focus areas. The overarching organizational objectives can then be attained by combining the many different measures in the different focus areas. Combining different experiences and opinions from a diverse workforce that has been able to change its behaviour thanks to targeted training and actions on, for example, cultural sensitivity, will improve partnership orientation and create an overall more resilient LIST.

We use the following approach for the implementation of the D&I strategy:

- Sponsorship of management
- Involvement of all employees and management
- Learning and development initiatives
- Anchoring diversity as a permanent cross-cutting task throughout all of LIST as well as implementing cultural change towards an inclusive community
- Top-down and Bottom-up strategies
- Quality development and monitoring through regular evaluations
- Public relations for diversity aspects
- Improvement of internal, national, and international networking in the field of diversity

CEO of LIST is a sponsor of the D&I strategy, emphasized that strengthening and promoting an inclusive corporate culture is central to LIST's mission. Since 2021 a significant progress and leadership was made towards this goal.

7. D&I RESOURCES AND BUDGET

The D&I strategy of LIST enables the Institute to move beyond an ad-hoc (programmatic) approach and ensures investment in D&I initiatives is targeted. Having a shared understanding of the strategy increases commitment to the initiatives and enables all parts of the organization to work together towards the achievement of the objectives.

⁹ The Working group was guided and moderated by Laurence Johannsen and Guillaume Gronier from ITIS (Data Science and Analytics). Working group members are Marie Gallais from ITIS (Researcher, Data Science and Analytics and member of the FNR GWG), Miriam Machwitz from ERIN (Researcher, Environmental Sensing and Modelling, member of the FNR GWG), Jean-Louis Piroux (Gender equality delegate from staff delegation), Nicolas Goffin (HR) and the D&I project team.

7.1 D&I Officer

For establishing a clear strategy and streamlining the different measures and to give a face to the LIST D&I strategy, a D&I Officer (HR Department) was appointed. The D&I Officer contributes to internal and external networking, supports internal actors in the field of diversity and is the contact person for diversity for external stakeholders.

The D&I Officer will be responsible for the following tasks:

- Joint development of the D&I concept and strategy together with LIST stakeholders;
- Advice management on equality issues;
- Management and coordination of measures, as well as monitoring of the latter;
- Managing public relations;
- Networking within and outside of the organization;
- Where appropriate, support in funding acquisition.

7.2 D&I Ambassadors and D&I Working Groups

In order to provide an effective communication channel between the D&I Officer and the LIST community and to foster the necessary community ownership of D&I activities, D&I Ambassadors will be appointed and working groups will be established for the specific D&I topic areas.

Within each department, one staff member will be appointed/elected to hold the function of D&I Ambassador. This person will be the direct link between the employees of his/her department and the D&I Officer and the Human Resources Department. Within the ERIN Department, a D&I Ambassador has already been appointed. The creation of D&I Ambassadors in the other departments will follow. Specific rules, procedures and responsibilities for the appointment/election of the D&I Ambassadors will be developed.

Each D&I action will be developed and implemented by or in cooperation with working groups consisting of a diverse group of LIST employees (balanced representation of departments, sex/gender, positions, age, etc. will be ensured). The creation, size, responsibilities, agenda, timeframe and overall logistics for each project working group will be determined on a case-by-case basis depending on the characteristics of the project at hand.

In 2022 and as part of the participation to the Actions Positives program from the Ministry of Equality (MEGA) a project group has been established within LIST. The group consists of a representative of MEGA, members of management, the Director of the Human Resources Department, the Staff Delegation, the Gender Equality Delegate, representatives from all departments and hierarchical levels and the D&I Officer. This working group identified four main areas for action:

- Professional Career development
- Salary
- Reconciliation of private and working life
- Stress and health-related well-being

Subsequently, three sub-working groups were formed to address at the respective problem areas in more detail and to develop and implement measures and actions together with the relevant internal and external stakeholders. Additional staff was appointed to the three thematic sub-working groups to complete the team over the duration of the thematic working groups.¹⁰

¹⁰ Permanent members of the working group are: Maximilien Schuh (MEGA), Kristel Wiliquet (Director of HR), Kate Buckeridge (Senior Researcher, ERIN), Marie Gallais (Manager, ITIS), Malgorzata Gregorczyk (Quality Officer, Corporate), Jean-Louis Piraux (Gender Equality Delegate), Daniel Schmidt (Manager, MRT) and

Further thematic working groups, e.g. on the inclusion of people with disabilities in the workplace, will be set up successively for defined periods of time.

7.3 D&I Budget

A budget for the implementation of D&I measures is defined for each year and included in the global HR budget. An annual minimum budget of 10k€ can be adjusted for specific, time-limited measures according to need. D&I training measures are financed from the general L&D budget.

8. PRIORITY FOCUS AND GOALS

The D&I strategy has a strong inter-connection to other internal projects and actions since it operates in existing structures and does not start from a blank slate. Both new and existing projects and processes will be analysed and evaluated to see whether they are in line with the D&I strategy principles and if necessary, adjustments will be made.

There are several initiatives and projects that are already being implemented, that contribute to the overall objectives of the D&I strategy, including for example, the Personal Development Plan project, the Career Path project, the LIST Code of Ethics and D&I training.

To foster cohesion between the D&I objectives and existing processes and projects, initial meetings have taken place with the different services in order to analyse where there is room for quick and easy improvements to processes and tools used.



Fig. 3 D&I priority focus groups

Our D&I strategy highlights three priority focus areas we need to work on in order to reach our vision. **Equal opportunities, wellbeing and belonging, special protection** are interwoven; progress in one extends to the others, and an inability to capitalize on any of them compromises the overall success. Within each domain, the roadmap establishes goals and objectives for strengthening performance. Outcomes will be monitored to measure progress against the objectives. The

Sabina Quijano, D&I Officer. In addition, Julia Aguilar (HR Project Officer), Jennifer Sarha (Research Administration Officer), and Veneranda Lopez (Researcher, ERIN), as well as Rutuja Bhusari (Researcher, MRT), provide temporary support in the thematic working groups.

fundamental components are the commitment, awareness and skills of all employees on the topic of diversity and inclusion.

Goals for the priority focus areas:

- **Equal opportunities:** Organization and processes are structured in a way that they enable and guarantee equal job and career opportunities for all LIST employees, regardless of their biological, gender and social characteristics.
- **Wellbeing and belonging:** LIST appreciates the differences. LIST is a flexible workplace that endeavours to ensure a good balance between private and work life responsibilities.
- **Special protection:** Measures that ensure that LIST staff receive adequate support in special personal situations.

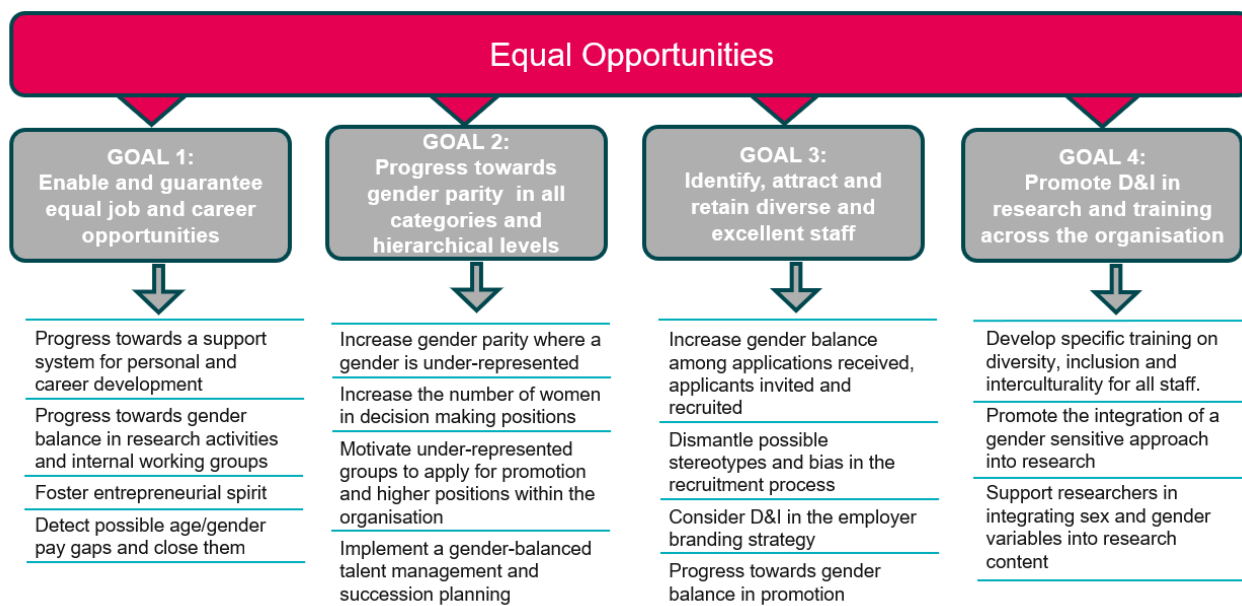
Every focus area is divided into sub-topics that each have specific goals and measures to reach these set goals. A quantifiable objective is defined for each individual measure. At the moment, these tentative measures and their timeframe can only be sketched and estimated as we still are at the beginning of the process. For each of these focus areas, short-, medium- and long-term goals will be defined. A detailed plan of the individual measures will be established and elaborated throughout the year together with the actors involved and within the context of the different sub-projects, e.g. *“Actions Positives”*.

In addition, there are certain overarching horizontal measures and actions that will be implemented in all focus areas or at all organizational levels like awareness raising, training and communication.

Diversity and inclusion require constant activities, motivation and processes to sustain and improve the achieved level of progress.

8.1 Equal opportunities

“Organization and processes are structured in a way that they guarantee and enable equal job and career opportunities for all LIST employees, regardless of their biological and social characteristics and taking into account differences in capabilities.”



The following are the measures identified for the various sub-topics and goals in this priority focus area:

8.1.1 Gender Balance

- Increase gender parity among LIST employees in the job categories and hierarchical levels where a gender is under-represented.

At LIST, women are underrepresented in higher positions. The number of women decreases as the level of hierarchy increases. The status quo differs strongly between the departments and positions and mirrors the overall situation: fewer women choose studies in the STEM field (science, technology, engineering and mathematics-related fields). Less than 30% of students in STEM are women. In Europe, the enrolment of female students is particularly low in ICT (3 per cent), natural sciences, mathematics and statistics (5 per cent), and engineering, manufacturing and construction (8 per cent).

At LIST, we differ only marginally from global averages with only 27% of the researchers being female. The number varies somewhat in the departments, reflecting the above-mentioned general situation: female scientists account for 34.0% in ERIN, 30.0% in ESRIC, 19.6% in MRT and 17.4% in ITIS. 34.3% of the PhD students at LIST are women, but only 32.8% of the Junior R&T Associates and 29.5% of R&T Associates. The leaking pipe¹¹ phenomenon, i.e. the disproportion of highly qualified female scientists in the hierarchies, is also evident at LIST. The higher a position, the fewer women are found. Thus, we also have too few women in the group of senior associates (8%) and none at all in the groups of Lead R&T Associates and R&T Experts. In 2022 a positive development can be noted in the area of research department directors, where current female participation equals 25%.

¹¹ Blickenstaff, J. C. (2005). Women and science careers : leaky pipeline or gender filter? Gender and Education, 17(4), 369–386. <https://doi.org/10.1080/09540250500145072>.

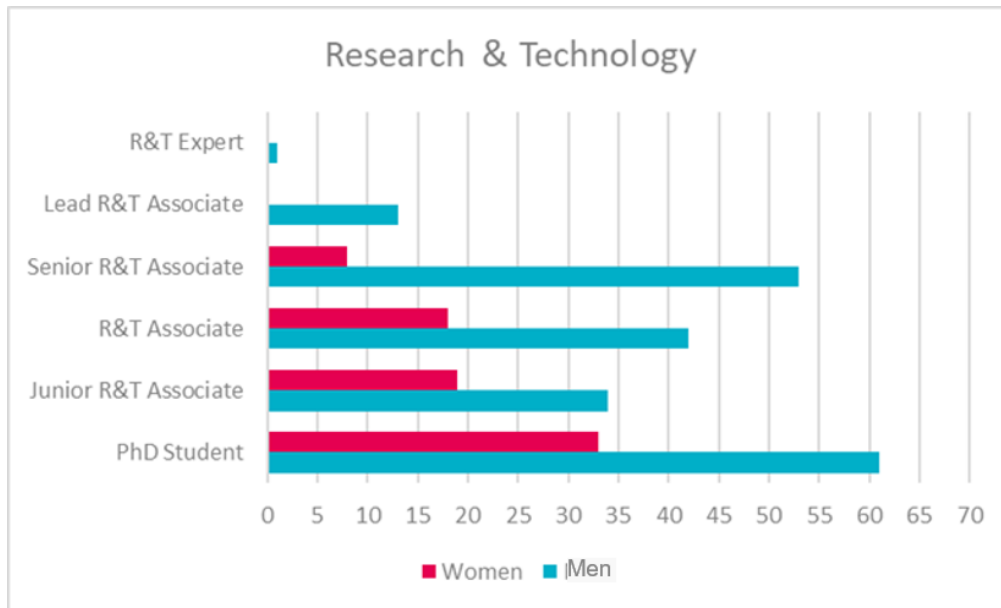


Fig. 4 Careers – R&T

It is our goal to increase the number of women in research and to ensure gender-equal participation at the management level. It is not possible to define one single objective for the whole of LIST, because of the difference in status quo among departments, as described before: each organizational unit needs to be analysed individually and specific objectives and timeframes must be defined and developed.

A variety of models has been developed to increase the number of employees from the underrepresented sex, in order to achieve gender balance in the workplace. The common objective is a significant increase in the proportion of women at all levels of scientific/professional qualification over the course of an (academic) career. In the German-speaking research and academic sector, the so-called “cascade model”¹² is used as a pioneering tool: according to this model, the actual career stage is considered as the ideal value for the next career stage. This model enables organizations to create clear gender targets. The rationale behind this system is that, under equal-opportunity conditions, the same number of women as men will strive for and achieve the next qualification level. We think that the implementation of this model could help take into account the abovementioned differences between the departments and develop an adequate schedule and appropriate objectives for each department¹³.

8.1.2 Gender Equality Plan

- Develop and implement a Gender Equality Plan.

The European Commission, in agreement with the European Research Agency (ERA) and the Gender Equality Strategy 2020-2025, has defined measures to be implemented during the new research framework Horizon Europe to achieve gender equality¹⁴.

Horizon Europe sets gender equality as a crosscutting principle and aims to eliminate gender inequality and intersecting socioeconomic inequalities throughout research and innovation systems.

¹² Heidler, Richard; Reichwein, Eva; Alkema, Nike; von Gliscynski, Ursula (2017), Die Forschungsorientierten Gleichstellungsstandards der DFG: Umsetzung und Wirkungsweisen.

¹³ For more information on the Cascade model, please see the annex.

¹⁴ European Union, A Union of Equality: Gender Equality Strategy 2020-2025.

One of the measures defined is to target the organization and company culture of public organizations: public organizations and research institutes are required to have a Gender Equality Plan (GEP) in place by 2022 in order to be eligible for funding.

An inclusion and/or diversity strategy can be considered by the Commission as equivalent to a GEP if it includes and fulfils at least the following four points:

- 1) It is a publicly available document, signed by the Institute's management;
- 2) There are dedicated resources to the implementation of the defined projects and objectives;
- 3) Data collection and monitoring;
- 4) Training of all employees on various issues, such as unconscious biases.

The LIST D&I strategy considers the points listed above. Furthermore, LIST wants to improve on others, such as for example the number of women in management positions, the increased recruitment of people from under-represented groups or a better work-life balance for its employees. These and other measures to ensure equality and participation of all groups have been included in the LIST D&I strategy, so that it has been considered equivalent to a GEP and a dedicated document was not created.

For simplification and better understanding, the GEP is now summarized in a separate document which you can find in LIST's Websites.

8.1.3 Actions Positives

The programme "Actions Positives" from the Ministry of Equality between men and women (MEGA) accompanies companies or public bodies in certifying their best practices in the workplace. In concrete terms, the participating company analyses its situation and takes action in three areas:

- equal treatment (recruitment; calculations of remuneration; enhancement of qualifications);
- equality in decision-making (professional promotion; access to continuing education; equal participation in decision-making);
- equality in work-life balance (after parental leave; in work organization; for a balance of life and increased job satisfaction).

The information collected is used to develop an Action Plan. The plan is then implemented for 24 months and monitored and adapted. The awarding of a label rewards both concrete actions carried out and the commitment of the organization.

LIST has become active members of the "Actions Positives" program since September 2021. By joining this esteemed initiative LIST has gained access to invaluable guidance and support throughout the development, implementation, and evaluation phases of the defined Gender Equality actions.

8.1.4 National Gender Working Group in Public Research (FNR GWG)

The National Gender Working Group (GWG) in Public Research brings together representatives from the Luxembourg public research institutions, the University of Luxembourg and the FNR. LIST is represented by the D&I Officer, and three researchers from the ERIN and ITIS Departments¹⁵. The group is working on four areas of focus: gender data monitoring, gender diversity survey, best practices for recruitment processes, and best practices for internal promotion processes.

The main goals are to:

- Identify the main problems in gender equity in research in Luxembourg;

¹⁵ Marie Gallais (IT IS), Miriam Machwitz (ERIN) and Christophe Hissler (ERIN)

- Identify common problems related to gender diversity across all institutes;
- Identify the best possible initiatives that can tackle these problems;
- Develop, assess, and re-evaluate initiatives;
- Implement initiatives at the different institutions;
- Verify that initiatives are tied into already existing frameworks and maintained.

We have joined the National Gender Working Group in Public Research (FNR GWG) in April 2021. This membership allows us to actively contribute to the collective efforts of promoting gender equality and inclusivity in the field of public research. By collaborating with other stakeholders in the GWG, we are able to exchange best practices, share insights, and work together towards the common goal of fostering a more gender-balanced and diverse research landscape. Through our participation in the FNR GWG, we are committed to driving positive change and ensuring equal opportunities for all genders in the field of public research.

8.1.5 Recruitment equity

- Understand the diversity dynamics in recruitment;
- Increase the gender balance among applications received, applicants invited and those recruited;
- Attract excellent and diverse staff;
- Consider D&I in the building of an employer branding strategy.

It is our goal to create an environment that attracts the best candidates of any nationality, signalling our dedication to fostering diversity. Through an integrative approach, we are more likely to attract a diverse pool of talent and experiences. The use of clear messages that foster equality and inclusion in our recruitment process enables applicants to understand LIST's values and philosophy.

When hiring high performers, LIST may offer help in terms of family arrangements. As adjustment periods between two countries can be difficult to handle with children and for partners, specific transition and acclimatization measures will be considered.

We want to contain and dismantle possible stereotypes and prejudices present throughout the recruitment process. This will allow for the creation of a diverse pool of employees that includes more women and people of different nationalities and/or cultural backgrounds. Changing the recruitment process starts with the revision of job advertisements by checking them for gendered language, gender stereotypes, definitions of neutral criteria, etc. and does not end with the equal composition of the recruitment panels.

Initial modifications of the recruitment process have already been implemented:

- Adjustment of the wording of job advertisements to make them more attractive for female applicants. Gender-neutral language will be used in all future job advertisements and before publication, each text is analysed by the "Gender decoder" system to test the gender balance of the wording.
- The D&I Officer will participate in some recruitment processes from start to finish together with the recruitment experts. This will allow the analysis of whether changes have to be made to safeguard gender neutrality and if so, what changes, and whether unconscious biases are influencing recruitment decisions.

8.1.6 Equal opportunities in promotion

To achieve equal opportunities in promotions, our goals are to:

- Progress towards gender balance among promoted employees;

- Progress towards balance in promotion after a career break;
- Retain excellent and diverse staff;
- Implement a gender-balanced talent management and succession planning.

We will analyse in detail whether differences regarding career development exist, and if so, what they are in the following areas:

- within the departments,
- at the different hierarchical levels,

for full-time/part-time contracts. It can be noted that after mostly similar conditions at the start of their career (salary and other benefits) unlike men, women are confronted with a flattening of their career curve after only a few years. It will be necessary to analyse the reasons behind this decreasing career prospects in general, and for women in particular, and whether specific situations have a stronger impact than others. The goal is to implement measures to foster gender parity and the balance of nationalities to close the existing gap. At the same time, we would like to motivate women to apply for promotions and higher positions within the organization.

8.1.7 Career development equity

To achieve career development equity, our main goals are to:

- Ensure career development equity for all LIST employees;
- Ensure equity in learning & development opportunities;
- Progress towards gender balance in research activities and internal working groups;
- Foster the inclusion of gender in research and innovation;
- Promote internal mobility;
- Develop alternative forms of management;
- Develop a career development programme (PDP);
- Foster the entrepreneurial spirit of employees.

The professional development of employees is a central task for companies with the aim of recognizing, planning and covering current and future personnel needs. Therefore, results concerning unlocking the potential and expectations of employees have to be shared and analysed regularly and aligned with the needs of the company. Learning & Development needs can then be defined and included in the training plan¹⁶.

Moreover, it must be noted that employees have personal goals that are not or only partially related to their work. These goals include, for example, family planning, pursuing personal interests and other experiences and events in the private sphere. Although not directly within the professional sphere, these goals do influence career planning¹⁷. The previously defined career goals of individuals can change over time and employees might want to change their contract to part-time working, have longer family breaks or want to change their position or location within the company.

LIST wants to consider and fulfil the needs of these different career patterns by offering a wide variety of career development possibilities.

A first step towards comprehensive and equitable career management is the implementation of the Personal Development Plan (PDP) in 2020. This will enable each individual employee to not only

¹⁶ Greenhaus, J. H., Callanan, G. A., & Godshalk, V. M. (2010). *Career management*. Thousand Oaks, CA: Sage.

¹⁷ Greenhaus, J. H., & Kossek, E. E. (2014). The contemporary career: A work-home perspective. *Annual Review of Organizational Psychology and Organizational Behavior*, 1(1), 361-388.

recognize their development needs and expectations, but also to define their career goals with their managers and plan the next steps to be taken towards the envisioned goal.

In a next step, measures for an unbiased and gender equal talent management and succession planning will be developed and implemented as part of the HR strategy.

Mentoring programmes for young (female) researchers as well as leadership programs for more experienced staff will be developed and offered to prepare for management roles.

In order for talent management to go beyond the classic idea of employee development, the analysis and changes should focus on one of two options. The two approaches target either:

- specific persons, or
- specific positions that are particularly important for corporate success.

Succession planning is necessary to identify the key positions within the different hierarchic levels and functions in a company and to find the qualified persons to fill these positions¹⁸. An important function of succession planning is to guarantee stability in the appointment of persons to key positions in the company, as well as retaining knowledge. Decreasing or ideally preventing social injustice in the appointment of management positions is another reason for implementing a clear succession planning system.

The combination of succession planning and the PDP form the basis on which to define career paths and career ladders and create development and training programmes.

8.1.8 Decision-making equity

- Increase the number of women in decision-making positions;
- Progress towards gender balance in recruitment panels;
- Progress towards more transparent decision-making processes.

“Equal participation of women and men in decision-making is a matter of fairness and is needed to strengthen democracy. It is also likely to benefit the EU’s economic growth and competitiveness.”¹⁹ In March 2020, the European Commission presented its strategy for equality between women and men in the European Union. In this strategy, the key measures for the next five years were introduced. Supporting and enabling gender equality in decision-making processes and in politics is one of the fundamental tasks for all member states.

¹⁸ Cappelli, P. (2011). Succession planning. In S. Zedeck (Ed.), *APA Handbook of Industrial and Organizational Psychology* (pp. 673–690). Washington, DC: Am. Psychol. Assoc.

¹⁹ A Union of Equality: Gender Equality Strategy 2020-2025.

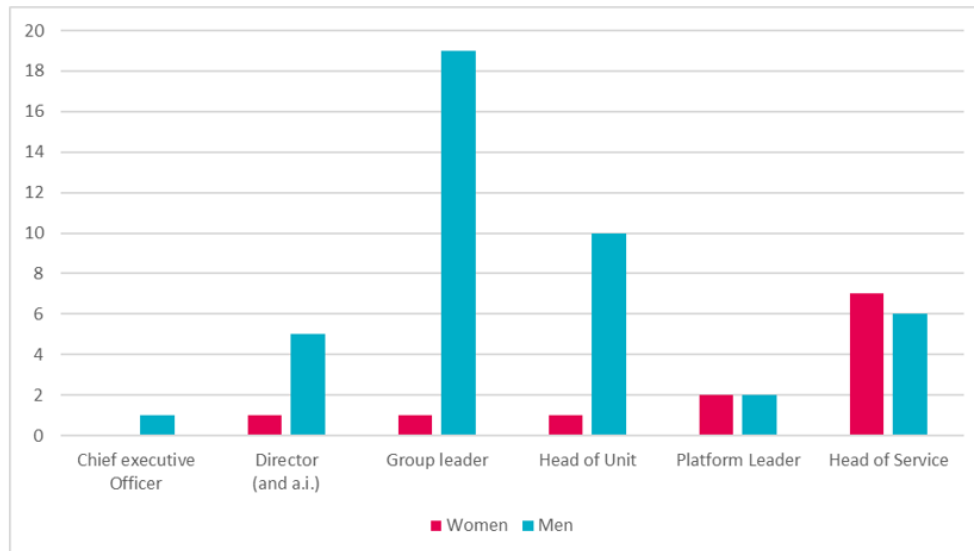


Fig. 5 LIST higher Management

At the three highest hierarchy levels, LIST management is almost completely dominated by men. Therefore, it is our goal to increase the number of women represented at all management levels and by doing so, enable a gender-balanced participation in decision making.

8.1.9 Gender and/or age pay gap

- Detect possible gender/age pay gaps and close them;
- Discover possible discrimination in the granting of bonuses and other salary allowances and eliminate them.

The gender pay gap describes the salary difference between women and men working in the same or similar positions. Although the principles of equal treatment and equal pay for equal work have been written into European law, salary differences and a quantifiable gender pay gap still exist. The EU overall, as well as Luxembourg specifically, have committed themselves to closing this pay gap.

In 2019 - the most recent figures available concerning the gender pay gap in Europe - the narrowest gaps in wages between men and women were detected in Luxembourg at 1.3%. However, it should be noted that the gender pay gap in the science and research sector is higher than the general average pay gap²⁰. It can be stated that women's incomes do not increase to the same extent as men's incomes: In Luxembourgish companies, and also at LIST. The average salary of women at the beginning of their working life is higher than that of men, but this changes over the course of the time. From the age of 40, women earn on average less than men and the difference continues to increase over the remainder of their working lives²¹. The salaries of female employees stagnate or even decrease from this point on²². Reasons for this could be family leave, returning to work in a part-time position or a lack of support for promotions or career opportunities. The situation at LIST

²⁰ Eurostat, Gender Pay Gap statistics 2019 [https://ec.europa.eu/eurostat/statistics-explained/index.php/Gender_pay_gap_statistics#:~:text=In%202019%2C%20the%20highest%20gender,in%20Luxembourg%20\(1.3%20%25\).&text=This%20article%20provides%20a%20brief,earnings%20between%20men%20and%20women](https://ec.europa.eu/eurostat/statistics-explained/index.php/Gender_pay_gap_statistics#:~:text=In%202019%2C%20the%20highest%20gender,in%20Luxembourg%20(1.3%20%25).&text=This%20article%20provides%20a%20brief,earnings%20between%20men%20and%20women).

²¹ Overall, these circumstances lead to a situation in which women acquire less capital from work and have substantially less pension available after retirement than their male counterparts. In Luxembourg, this difference in pension was around 45% in 2019, which means Luxembourg is last in the EU comparison. It should also be noted that the employment rate of women in Luxembourg as a whole is low and that many women in Luxembourg work part-time for the majority of their working lives. The pay gap is lower if more women work full-time and/or if family leave does not have an impact on career and salary development.

²² Gains annuels moyens bruts par âge (en EUR), Stavec <https://observatoire-egalite.lu/emploi/salaire>.

will be analysed in detail to understand the reasons for the abovementioned situation and define appropriate countermeasures. Salary levels, bonuses and promotion processes at LIST will be examined to identify potential disadvantages and take action to change status quo inequities, should they exist. This will be done in the context of the development of the Gender Equality Plan as part of the participation in the “*Actions Positives*” programme of the MEGA.

8.1.10 Leavers’ balance

- Progress towards a healthy employee loyalty.

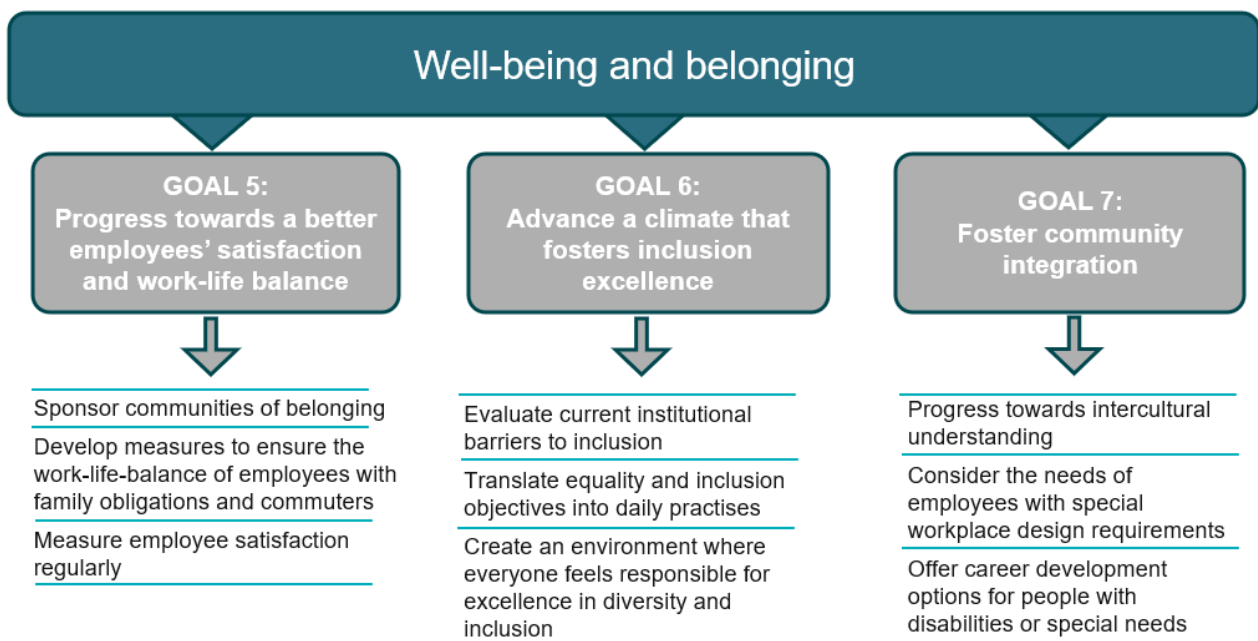
Talented workers have a wide choice of jobs: Demand for skilled workers is higher than supply, which puts highly skilled workers in a privileged position.

The turnover rate of employees at LIST was 10.86% in 2020 (12.2% in 2021 -14.3% in 2022) i.e. 51 employees left the company during the year. Of these, 20 left from a permanent employment contract or before the termination of a fixed-term contract on a voluntary basis. At the same time, the average length of employment in the company is 8.8 years for men and 9 years for women.

Overall, the number of people leaving LIST is low. Nevertheless, we would like to know more about why employees voluntarily leave the company and develop measures that help to reduce the turnover of employees who are to be retained in the company.

8.2 Well-being and belonging

“LIST is a flexible workplace; this helps to ensure a good balance between private and professional responsibilities. LIST appreciates the differences and cultivates a sense of belonging.”



The following are the measures identified for the various sub-topics and goals in this priority focus area:

8.2.1 Work-life balance aspects

- Understand the work-life balance aspects²³;
- Progress towards different flexible working models;
- Progress towards gender balance among part-time and full-time contracts;
- Develop measures to ensure the work-life-balance of employees with family obligations;
- Progress towards higher employee satisfaction and engagement;
- Analyse the specific work-life-balance criteria of commuters.

A balanced relationship between work and private commitments is becoming increasingly important for employees. The question of how private and work responsibilities can be reconciled with one another has been pushed to the forefront in the last few months, which have mainly been characterized by working from home due to the Covid-19 pandemic.

We want to ensure that LIST's employees are able to balance and do justice to both private and professional responsibilities in different life phases and circumstances. Besides work and family responsibilities, being able to uphold commitments towards friends and most of all, fulfilling responsibilities to oneself are also things that LIST wants to support.²⁴

Therefore, we will analyse which criteria are necessary to safeguard a work-life balance and what LIST can contribute as an employer. The overall goal of this effort is to increase employee engagement. The majority of LIST's employees commute a significant distance by car and spend a lot of time driving to and from the LIST sites. We will also analyse the options for the organization to improve the daily work conditions of commuters.

8.2.2 Inclusive and diverse culture

- Progress towards intercultural understanding;
- Progress towards understanding of gender, gender identity, LGBTIQ+;
- Translate equality and inclusion objectives into LIST daily practices;
- Foster community integration;
- Progress towards a more inclusive culture;
- Develop incentives oriented towards different target groups;
- Offer career development options for people with disabilities or special needs and implement measures to adapt workplace infrastructure;
- Progress towards LIST becoming an equal opportunity employer;
- Progress towards LIST inclusive employer branding.

In recent decades, understanding of sex/gender and identity has moved away from a clear separation between woman/man and heterosexual as the "normal" to a fluid continuum between woman/man and between all forms of sexual orientation and identity. This has created the need for a new approach towards sexual orientation and identity throughout societies and has changed the way companies promote diversity, inclusion, acceptance and a no-discrimination policy. Companies that are clearly committed to the acceptance of sexual orientation and identity are likely to become

²³This is especially important for millennials. See: The 2016 Deloitte Millennial Survey, figure 11, <https://www2.deloitte.com/content/dam/Deloitte/global/Documents/About-Deloitte/gx-millennial-survey-2016-exec-summary.pdf>

²⁴ According to the 4th edition of the European Company Survey (ECS) 2019, among EU countries, workplace well-being is lowest in Luxembourg. <https://op.europa.eu/en/publication-detail/-/publication/362ed657-1f17-11eb-b57e-01aa75ed71a1/language-en>, Figure 9

a preferential choice, with 69.7% of gay people preferring these institutions when applying, according to one study.²⁵

- We will assist the Learning & Development service in the development of the internal training plan on D&I aspects for specific target groups as management, new staff or PhDs.
- We offer advice and help with regard to defining and selecting training options on topics like working in diverse teams, intercultural communication, unconscious bias or gender-neutral language.

A change in the self-image of people who are disadvantaged in many areas of society is increasingly felt. At LIST, we want to take this into account and review our existing working conditions and, if necessary, adapt them. Together with the relevant departments, we will analyse the measures that need to be implemented in order to make the LIST locations wheelchair-accessible and adjust/equip workplaces in a way that they can be used by people with special needs. We want to live up to our social responsibility and create more employment opportunities for people with disabilities.

8.2.3 The Diversity Charter Lëtzebuerg

The Diversity Charter Lëtzebuerg is a national commitment text that any organization in Luxembourg can sign that wishes to commit to diversity promotion and management through concrete actions that go beyond legal obligations. The Charter is supported by seven privileged private and public partners (Deutsche Bank, the Ministry for the Family, Integration and the Greater Region, PwC, Linklaters, RBC Investor & Treasury Services, Sodexo and HSBC Luxembourg) as well as IMS Luxembourg, project leader, and the ABBL as an observer. Structured around 6 articles, it guides organizations in the implementation of practices that promote cohesion and social equity through networks, workshops and conferences, involving all their employees and partners. The Diversity Charter Lëtzebuerg currently has more than 200 signatories (public, private and voluntary sectors), representing 15% of Luxembourg's payroll.

The Luxembourgish Diversity Charter was signed in September 2021. LIST is a partner for diversity promotion in Luxembourg and to commit to taking further measures to increase its inclusivity.

8.2.4 Personal and creativity development

- Progress towards a support system for personal development;
- Fostering a creative working environment.

This year, we will take the first step to support the personal development of employees at LIST with the implementation of the Personal Development Plan (PDP) for and by all staff. The PDP does not only offer support in identifying and defining professional goals, but also drives personal development.

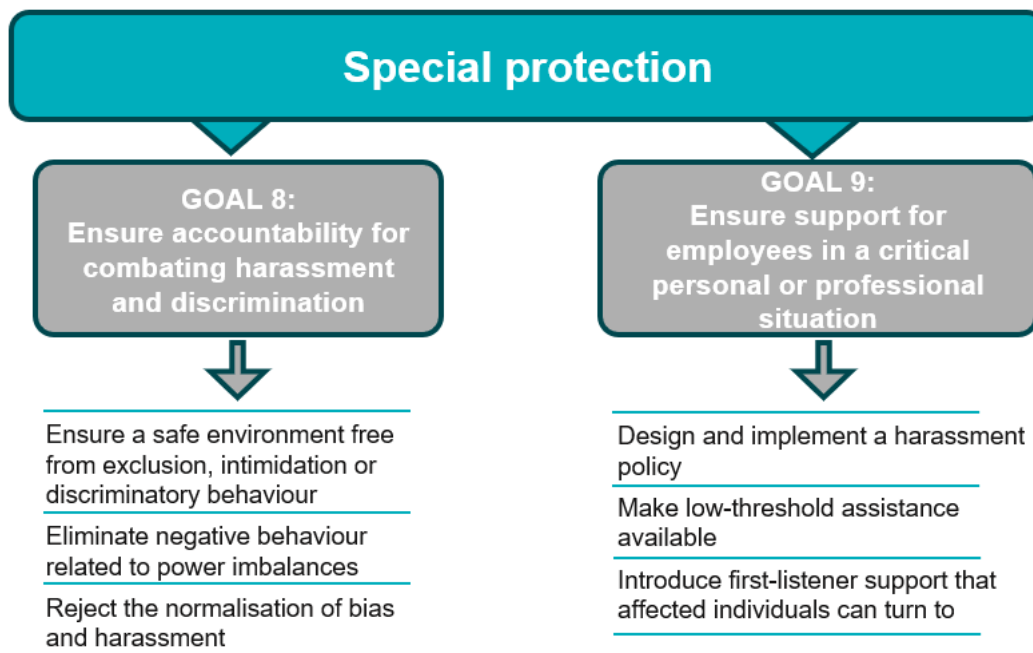
Creativity can be defined as the development of new and useful ideas by a person or group. Creative ideas are the initial phase and prerequisite for the creation of innovations or, to put it differently, innovation is the successful transformation/implementation of creativity.

Creative employees are characterized by the ability to think unconventionally, courageously and independently. They show initiative and are motivated and interested in new, unknown tasks. An open environment promotes creativity and requires the support of the manager, for example, by acknowledging the importance of the work of the individual, promoting teamwork and enabling participation, giving freedom for the solution or question an individual wants to discuss and allowing a reasonable timeframe to find the solution.

²⁵ Vielfalt, Chancengleichheit und Inklusion Diversity Management in öffentlichen Verwaltungen und Einrichtungen, Charta der Vielfalt e.V. (2019) S. 10

8.3 Special protection

“LIST staff receives the necessary and adequate support in the workplace in special personal situations.”



Bullying describes negative acts by one or more persons against a person or a group. The bullying and harassment of women in the workplace is strikingly high in Luxembourg. They are 60% more likely than men to be the victims of workplace bullying and harassment: this is on average 40% more than in the other EU countries).²⁶ Bullying or harassment strongly impact the life quality of those affected and can influence all areas of life.

Bullying and sexual harassment are closely connected. Sexual harassment in the workplace means a massive restriction of the personal well-being and the professional development of those affected.

Working conditions or organizational structures within a company can create a breeding ground for bullying. The organization of the work, the social structure or the leadership of employees can enforce harassment tendencies. An unfavourable working environment, rigid organizational structures, competitive promotion systems and a lack of transparency are possible causes of bullying that can exist within a work setting. Additional causes can develop in the social structures in an organization due to a lack of ethical norms and values, bad communication structures or lack of conflict resolution methods.²⁷ Thus, it is of utmost importance to take precautionary protective measures.

A LIST conduct policy will set out rules of conduct. The policy is intended to provide employees with behaviour orientation, avoid undesirable demeanour and ensure the responsible, ethically correct and honest behaviour of the LIST community.

9. MONITORING AND EVALUATION AND REPORTING

²⁶ eurofound (Agnès Parent-Thirion, Agnès; Greet Vermeylen, Greet; Jorge Miguel Cabrita, Jorge; et al.) 6th European Working Conditions Survey,

²⁷ Kolodej, Christa (1999), Mobbing. Psychoterror am Arbeitsplatz und seine Bewältigung, Wien 1999, S. 50 ff.

The regular monitoring, evaluation and review of objectives, timeframes and milestones will help us to ensure that D&I strategy stays on track. Evaluations make it possible to assess whether and why some objectives take longer than others to be achieved.

Data on various diversity aspects, such as the personal life situation of employees, discrimination or physical impairments is only partially available at LIST. To implement a D&I management, we will first have to try to create a foundation of data on the current study conditions and diversity characteristics of the LIST community. This is, in addition to the sources already mentioned, a basic prerequisite for identifying problems and defining suitable measures. The effects of the measures implemented will then be quantitatively measured and documented, which will also enable LIST to evaluate the impact of the changes and implemented measures.

Based on the work done within the different internal and external working groups, within each domain, we have pre-defined goals and objectives for strengthening our performance. Within the project to develop and implement a Gender Equality Plan, a survey will be carried out among all employees to verify, supplement or change the domains already identified.

To (re)define, monitor and evaluate the D&I project, a Dynamic Data Dashboard will be developed to enable the systematic review of strategic goals and the continuous improvement of the strategic direction. The speciality of the Dynamic Data Dashboard lies in the consideration of different perspectives and thus, not only financial indicators. This makes them particularly suitable as an instrument in the context of diversity management as they help us to recognize where the achievement of goals is at risk and also provides benchmarks with other companies within or outside Luxembourg.

Moreover, the Dynamic Data Dashboard gives an overview of the many different aspects that can be focused on individually. This enables the specification of the different objectives and their respective evaluation criteria and timeframes.

For some indicators, such as the share of male/female applications received, an ongoing evaluation and review will occur in micro stages, e.g. monthly or quarterly. The main indicators will be reviewed and monitored at least once a year and metrics will be shared to measure progress against the objectives. This evidence will be used to adjust or correct our objectives.

Monitoring and evaluation will be done internally, but for some objectives, the support of external consultants will be used, for example, in the context of the participation in the “*Actions positives*” programme of the MEGA. It will be adapted to the proposals made by the FNR Gender working group on monitoring and evaluation.

A report on the actions performed and the monitored figures will be produced every year and published on the LIST homepage.

10. D&I COMMUNICATION PLAN

When implementing a D&I project, one vital step and one of the easier actions to undertake during the initial planning phase is the creation of a communication plan. Such a plan can lead to quick results for visibility and a first step for awareness raising. The aim is to communicate the importance of diversity to LIST and to create recognition for the different individuals and groups in the Research and Technology Organization (RTO).

Employers can demonstrate awareness and acceptance of a wide range of differences by incorporating these differences into their overall communication strategy. The D&I project will contribute to LIST communication strategy and goals.

The D&I communication plan is divided into three axes, including:

- 1) **General communication of the D&I strategy** (policy, data, actions, best practices, information, events...):
 - Use of the D&I section on the Intranet;

- Highlighting events, trainings, news, etc. via the Shortlist;
 - Making use of Webinars or E-mail communication for general information, policy updates, data communication, next steps, etc.;
 - JournaLIST: the magazine could be used to highlight D&I articles (e.g. employees talking about the cultural challenges they had to overcome when moving to Luxembourg, ...) or information and data could be conveyed;
 - Intranet sections: A D&I section will be created on the Intranet site in order to communicate the objectives, measures and progress of the project. A real-time dashboard, general data, information on specific topics and events/news will be shared. The creation of this section is underway and will be launched in the next few weeks.
- 2) **Internal diversity communication** to acknowledge and show appreciation of LIST differences (information about special days, links to external events, congratulations on certain occasions):
- 3) **External diversity communication** aims to improve LIST’s external image as a diverse and inclusive workplace with an open and accepting culture:

- External website

The external website can be used to emphasize the importance of D&I at LIST and attract talent from a broader pool that might not have previously considered the RTO due to their personal characteristics. Communication on employer branding and more extensive information about onboarding, recruitment, the culture at LIST and work-life balance is necessary.

As the LIST website will be relaunched over the course of this year, D&I content and LIST’s commitment to a diverse culture will be added during the restructuring of the website.

- Social networks are another important channel as well as their proper use, these will be developed to allow the specialized dissemination of D&I content.

11. TERMS & DEFINITIONS

Terms	Definition
“Actions Positives”	Programme from the Ministry of Equality between Women and Men. It gives support to companies to develop and implement gender equality plans.
Diversity Charter	Diversity Charter Lëtzebuerg is a national commitment text proposed to any organization in Luxembourg wishing to commit to diversity promotion and management through concrete actions that go beyond legal obligations.
IMS Luxembourg	IMS - Leading network of Luxembourg companies committed to corporate social responsibility (CSR)
D&I	Diversity & Inclusion
ERA	European Research Agency
FNR GWG	National Gender Working Group in Public Research from the FNR
GEP	Gender Equality Plan
IMS	Inspiring more sustainability
LGBTIQ+	Lesbian, Gay, Bisexual, Transgender and gender diverse, Intersex, Queer or Questioning, + other identities not encompassed in the short acronym
RTO	Research and Technology Organization

12. OTHER RELATED DOCUMENTS

Document	Title
Annex	TIPS for inclusive language_EN
	D&I Annual Report_2021
	D&I Annual Report_2022
	LIST Gender Equality Plan

13. ANNEXES

13.1 The Cascade model

Although more women than men graduate from university nowadays, they are not equally represented in careers in the sciences. In fact, the women's share of positions in sciences decreases the higher the level of the position. A variety of models has been developed to change this and to increase the number of employees from the underrepresented sex in order to achieve gender balance in the workplace. The common objective is a significant increase in the proportion of women at all levels of scientific/professional qualification over the course of a career. The so-called "cascade model" is used as a pioneering tool: According to this model, the actual ratio of the current career stage is regarded as the ideal ratio for the next career stage. Target ratios are a result of the ideal ratios, which are then weighted with the actual new vacancies for the respective career stage and other factors.²⁸Defining qualification levels:

The central idea of the cascade model is to define specific target values for the different qualification levels. Therefore, the first step in applying the cascade model is to clearly define these different qualification levels. They describe the different career steps within the company: The actual proportion of women at each qualification level then becomes a benchmark/basis for setting the target value for the proportion of women at a higher level of qualification.

Special attention is necessary for the higher qualification levels, as the number of persons or cases concerned is lower. This makes the target value definition according to the cascade model considerably more difficult, since small numbers are subject to large random fluctuations. Such fluctuations should be minimized for the determination of the target. Possible solutions are: formulation of multi-annual mean values; consideration of the nationwide comparative values; summary of several data categories for heterogeneous qualification paths.

Besides the qualification level, the organizational system needs to be taken into account. Will the model be broken down into departments, units, groups, ...? A horizontal and vertical structuring of the model can potentially be considered.

Modelling:

After defining the qualification levels, our understanding of gender equality within the organization must be clear. The question "When is equality reached?" must be answered. Three options exist:

The target for each qualification level can be set at exactly the ratio of the level below. e.g., when at the lower level the ratio is 27%, then the goal for the next level is also to achieve 27%.

²⁸ See: Zielwerte und Kaskadenmodell, Ein Praxisleitfaden des Netzwerkes Gleichstellungskontrolling an Universitäten, Goethe Universität Frankfurt a.M. 2017

However, this does not take into account the under- or overrepresentation of women at a specific qualification level. For instance, using the exact cascade target in situations with a share of women above 50% at a specific qualification level in a female-dominated field/department, would mean that this overrepresentation will be reinforced at the next level. In situations with very low female representation, targets for the next level will also be low and not lead to the desired effect.

Another option is simply to set the target for gender equality at 50%. This is useful for communicating the long-term goal but excludes any areas in which women are overrepresented from further development and actions.

Target corridors could also be set. Such corridors create more flexibility and are less influenced by fluctuations in individual quarterly assessments or annual analyses. When using corridors, it is important to still set ambitious goals and avoid reaching targets too fast and excluding the qualification level in question from further measures.

It is important to choose realistic and achievable goals and to define a specific timeframe. It must also be decided how binding the targets are and monitoring must be implemented. It is necessary to allow room for the readjustment of the targets.

Beside the qualification level, another factor in the cascade model is needed to establish realistic yet ambitious targets: This can be predictions for the growth of the company or specific departments, positions that will become vacant, retirements, etc. within the chosen timeframe.

In the case of consistently low numbers of female employees in a specific area of a company/institute or within a department/group, adjustments to the cascade can help to boost gender equality and parity. Possible solutions could be to focus on a specific qualification level or organizational department and implement tailored measures, for instance, a mentoring programme for women from an underrepresented position. An organization could also define a mandatory minimum of female and male employees, which would show the determination to end the existing minority problems. Best practices from those areas with a better gender balance could be communicated with those with an underrepresentation.

Another problem that a company might face is a limited number of positions at the managerial level. At this level, only few positions will become free, which means that the possibilities to increase gender balance are limited. Moreover, due to this small number, it is not useful to use percentage as a target as this would create a loss of significance. For positions with a limited number of positions, actual numbers should be used and targets different from the cascade model could be determined.

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