



GENDER EQUALITY PLAN

2025-2028

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TABLE OF CONTENTS

1. INTRODUCTION	3
2. METHODOLOGY OF THE GENDER EQUALITY PLAN	4
3. ANAEE-ERIC PRE-OPERATIONALASSESSMENT	5
4. ASSESSMENT OF GENDER EQUALITY WITHIN ANAEE: KEY FINDINGS	6
5. LIST OF CHALLENGES	7
6. ACTION PLAN 2025-2028	8
6.1. ACTION PLAN 2026	12
7. OVERVIEW OF MEASURES AND TARGETS PER RECOMMENDED AREA	13
8. CONCLUDING REMARKS	15

1. Introduction

Building on the EU's established regulatory framework on gender equality, which applies across the labour market, including the research sector, the European Commission remains committed to promoting gender equality in research and innovation (COM/2020/152).

As a fundamental EU value, gender equality is crucial to fully harness Europe's pool of talented researchers and innovators, advance scientific excellence, and deliver science-based solutions to pressing global and societal challenges. Realising this potential requires an inclusive approach that closes the gender gap and allows all individuals to fully develop their talents (COM/2020/2015).

Despite significant progress over recent decades, achieving full gender equality in research and innovation remains a challenge within the EU (COM/2020/152).

AnaEE is dedicated to promoting gender equality and raising awareness throughout its community. This Gender Equality Plan (GEP) defines AnaEE's strategic objectives, specific targets, and priority actions, guiding their implementation through the period 2025-2028.

Through this GEP, AnaEE commits to concrete actions that advance gender equality via structural and cultural change, as encouraged by the European Commission (COM/2020/152). AnaEE adopts a positive, inclusive stance, recognising gender as a spectrum of identities, and aims to strengthen organisational and cultural processes to sustainably reduce gender imbalances and inequalities.

Recognising that a Gender Equality Plan is a living document, AnaEE views this GEP as dynamic and adaptable, particularly within a small yet vibrant organisation, ensuring continuous progress and improvement.

2. Methodology of the Gender Equality Plan

AnaEE's Gender Equality Plan (GEP) is based on the methodological approach recommended by the European Commission, as outlined in the GEAR Tool. This approach emphasizes that effective and lasting change must be structural and embedded within the organisation. Accordingly, the methodology sets out a series of action steps to systematically define, implement, and evaluate progress toward greater gender equality within AnaEE.

- The primary objective of this methodology is to ensure the effective, consistent, and progressive implementation of a Gender Equality Plan, specifically through the following operational phases:
- Audit phase: Starting with a historical review, gender-disaggregated data are collected, and past and current procedures, processes, and practices are analysed to identify gender inequalities and biases within AnaEE.
- Planning phase: Goals, targets, actions, and measures to address identified challenges are defined, with allocation of resources, assignment of responsibilities.

Implementation phase: Planned activities are carried out, and dissemination efforts are undertaken to foster positive changes in internal dynamics.

The development of the **AnaEE-ERIC Gender Equality Plan (GEP) 2025–2028** was based on a structured and evidence-informed approach, combining quantitative and qualitative data. The methodology followed the European Commission's guidelines on GEPs (*EC, 2025, Horizon Europe Guidance on Gender Equality Plans*) and adapted them to AnaEE-ERIC's specific organisational context and maturity.

This GEP combines strategic initiatives tailored to AnaEE's specific context and internal challenges with targeted actions aimed at strengthening the organisation's capacity to promote and sustain gender equality across multiple thematic areas **five thematic areas, as per the recommendations** (EC, 2025). These areas provide the framework for concrete actions and measures to promote gender equality across the organisation:

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 and Teaching Content
5. Measures Against Gender-Based Violence, Including Sexual Harassment

3. AnaEE-ERIC pre-operational assessment

The following section provides an overview of AnaEE's context, governance, and structure, along with a data analysis of the gender dimension, offering insights into the current status. This preliminary diagnosis forms the basis for identifying priority areas for intervention and defining the measures to be implemented.

AnaEE officially became an ERIC on 24 February 2022. Until 2022, the team structure was as follows:

- Central Hub: Two full-time staff—the Director General and the Program Manager employed by CNRS.
- Core support team: Personnel based in the service centres and national nodes.

During the pre-operational phase (year 2022), the team composition was approximately:

Centre / Function	Number of Staff	Gender Distribution
Central Hub	2	1 man / 1 woman
Technology Centre	2	1 man/ 1 woman
Data and Modelling Centre	2	2 men
Interface and Synthesis Centre	1	1 man
Total (centres)	7	5 men / 2 women

Monitored Indicator:

- Gender balance in the AnaEE pre-operational team.

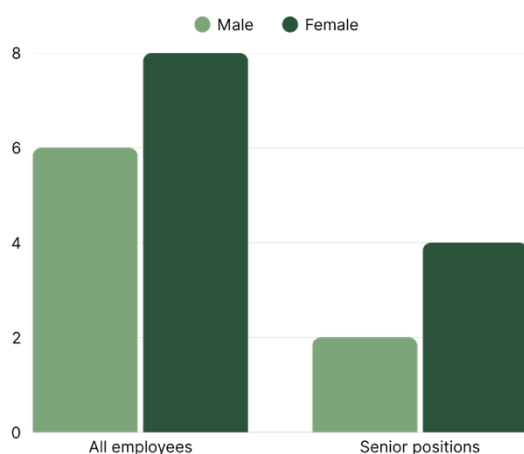
Observations:

1. Centres' operational team: There is a good gender balance (7 people: 5 men, 2 women). However, all top management positions are occupied by men.
2. National Nodes & Platform Type Representatives: There is a significant gender imbalance, with 10 men out of 12 people.

4. Assessment of Gender Equality within AnaEE: Key Findings

The definition of the GEP's main areas of intervention and the measures to be implemented, which will take effect from 2025 to 2028, is grounded in a preliminary gender equality diagnosis for the previous plan (2022-2024). Significant internal efforts have been made to promote gender equality, though achieving balanced representation remains a work in progress. For instance, among the 14 employees directly hired or seconded over the past two years, females were more represented than males. Across all positions, four females held senior roles (see Figure 1).

AnaEE-ERIC Gender Balance



Gender distribution per centre

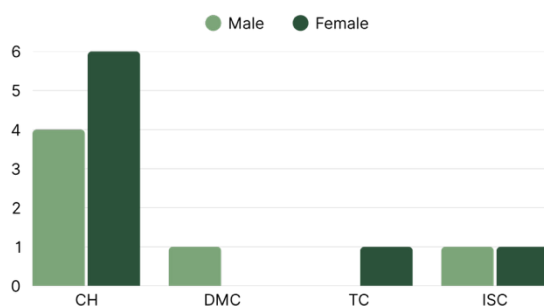


Figure 1: Gender Composition of AnaEE Representative positions (year 2025).

5. List of challenges

Challenge No.	Description of the challenge identified	Brief description of the data collected from the gender audit	Related Goals	Additional remarks
1	Establish and implement formal gender equality policies and frameworks across AnaEE-ERIC	N/A	<p>Goal 1: Gender balance in AnaEE-ERIC dissemination and communication actions and events</p> <p>Goal 2: Embed and integrate gender equality into cultural principles, policies, projects, and training courses.</p> <p>Goal 3: Support Work-life balance for maternity and paternity leave.</p> <p>Goal 4: Develop an anti-harassment and complaint mechanism.</p>	

6. ACTION PLAN 2025-2028

Goal 1: Gender balance in all AnaEE-ERIC staff, executive and advisory bodies

Measure No.	Measure	Timelines	Targets	Indicators*	Responsibilities/Resources*
1.1	Implement mentorship programs for women staff	Within 6 months of GEP adoption, ongoing	At least one mentor-mentee pair per female staff member who wishes to participate	Number of mentorship pairs; feedback from participants	Gender equality officer (GEO)
1.2	Introduce career development plans with a gender lens	Continuous from GEP adoption	All staff have equal access to promotion opportunities	Number of staff with personalised development plans; promotions by gender	GEO
1.3	Provide unconscious bias training for all staff involved in recruitment and promotion Ensure gender balance in AnaEE advisory bodies (ISAC, IEAC, SC, PRC)	Within 6 months of GEP adoption, repeat annually	100% of recruitment committees trained	Number of trained staff; survey on awareness	GEO
1.4	Conduct annual gender balance audits	Annually	Track progress towards targets	Gender composition by role, department, and advisory bodies	GEO

1.5	Encourage participation of women in leadership committees and special projects (bodies of ERIC forum and clusters, WP in projects)	Continuous from GEP adoption	Equal representation in cross-departmental initiatives	Number of women and men in committees/projects	GEO
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Goal 2: Gender balance in AnaEE-ERIC culture and communication activities

Measure No.	Measure	Timelines	Targets	Indicators*	Responsibilities/Resources*
2.1	Ensure gender balance when inviting speakers to AnaEE-ERIC events	Continuous from GEP adoption	Balanced representation of men/women/non-binary speakers invited to the AnaEE events	Share of women speakers at AnaEE-ERIC events	Communication Officer and event organizer(s)
2.2	Promote gender equality while promoting scientists in the AnaEE newsletter and website articles	Continuous from GEP adoption	Gender balance for people (scientists, engineers, etc.) is promoted in communication materials	Number of women, men and non-binary represented in the newsletter and website articles	Communication Officer, Operation Officer (for internal letter)
2.3	Develop data collecting, monitoring and reporting considering three gender categories: men, women, and non-binary	Yearly	Inclusion of non-binary gender in the data collection, reporting, and policies	Number of women, men, and non-binary in AnaEE-ERIC Staff	Communication Officer
2.4	Conduct an annual assessment of gender balance in all dissemination activities	Annually	Evaluate progress and set improvements	Percentage of women in AnaEE events	GEO

Goal 3: Work-life balance to support personnel absent due to maternity, paternity or parental leave

Measure No.	Measure	Timelines	Targets	Indicators*	Responsibilities/Resources*
3.1	Adoption of measures in AnaEE-ERIC policies to encourage paternity leave	End of 2027	Descriptive	Number and type of measures adopted to encourage and promote paternity leave	Chief Financial and Administrative Officer (CFAO) Director General Management Board
3.2	Monitor the impact of parental leave and flexible arrangements on career progression	Annually	No disadvantage for staff taking leave	Promotions, task allocation, and performance metrics by gender and parental leave status	GEO

Goal 4: Develop an anti-harassment and complaint mechanism

Measure No.	Measure	Timelines	Targets	Indicators*	Responsibilities/Resources*
4.1	Assign and train AnaEE-ERIC point of contact	End of 2025	1 person identified and trained	AnaEE-ERIC point of contact for harassment and complaints	Director General (DG)
4.2	Regularly review and update harassment policies to ensure alignment with best practices	Annually	1 person	Updated policy documents; staff feedback	GEO

6.1. ACTION PLAN 2026

The 2026 Gender Equality Action Plan focuses on promoting women’s leadership and ensuring a safe, inclusive workplace across AnaEE-ERIC. Key measures include a mentorship and training programme for women in mid-level positions and an annual anti-harassment awareness campaign for all staff.

Measure No.	Measure	Timelines	Targets	Indicators*	Responsibilities / Resources*
5.1	Launch the “Women in Leadership” Mentorship & Training Programme – Develop and implement a structured mentorship and capacity-building initiative to prepare women staff for leadership and decision-making roles across AnaEE (leadership workshops, networking events)	January–December 2026	At least 60% of women in mid-level positions participate in the programme by the end of 2026.	Number of women participants; feedback from participants; increase in women in leadership/advisory roles.	GEO; DG
5.2	Launch Annual Anti-Harassment Awareness & Prevention Campaign – Develop and deliver awareness-raising activities on harassment prevention, and available reporting channels (e.g., workshops, posters, internal communications).	Throughout 2026	All staff trained or sensitized annually on harassment prevention; at least 90% staff participation.	Number of awareness sessions; staff attendance rates; feedback and evaluation forms.	GEO; DG

7. Overview of measures and targets per recommended area

Measure No.	Measures	Work-life balance and organisational culture	Gender balance in leadership and decision-making	Gender equality in recruitment and career progression	Integration of the gender dimension into research and/or teaching content	Measures against gender-based violence, including sexual harassment
1.1	Implement mentorship programs for women staff		X	X		
1.2	Introduce career development plans with a gender lens		X			
1.3	Provide unconscious bias training for all staff involved in recruitment and promotion		X	X		
1.4	<i>Encourage gender balance in the AnaEE-ERIC Extended Management Board</i>		X			
1.5	Encourage participation of women in leadership committees and special projects bodies of ERIC forum and clusters, WP in projects)		X			
2.1	<i>Ensure gender balance when inviting speakers to AnaEE-ERIC events</i>	X				

2.2	Promote gender equality to promote scientists in the AnaEE newsletter and websites articles	X				
2.3	Develop data collecting, monitoring and reporting taking into account three gender categories: men, women, and non-binary	X				
2.4	Conduct an annual assessment of gender balance in all dissemination activities				X	
3.1	Adoption of measures in AnaEE-ERIC policies to encourage paternity leave				X	
3.2	Monitor the impact of parental leave and flexible arrangements on career progression				X	
4.1	Assign and train AnaEE-ERIC point of contact	X				
4.2	Regularly review and update harassment policies to ensure alignment with best practices	X				
4.3	Monitor the impact of parental leave and flexible arrangements on career progression	X				

8. Concluding Remarks

The AnaEE Gender Equality Plan is rooted in a broader vision that recognises diversity as a key driver of excellence. By embracing diversity, the Association is able to draw on new perspectives and create added value in its work. This GEP clearly reaffirms AnaEE's commitment to advancing scientific excellence by addressing gender inequalities in academic careers and research communities through structural measures that actively integrate gender perspectives.

AnaEE is dedicated to fostering a culture that attracts and nurtures talent, promotes personal and professional growth, and encourages proactive engagement. The Association recognises and rewards excellence and merit, values creativity, and is committed to maintaining an environment that ensures well-being, respect, equal opportunities, and productivity for all members of its community.

This Gender Equality Plan marks a significant milestone in consolidating AnaEE's strong commitment to equality—both for the people within the organisation and for the wider communities it serves. We are confident that AnaEE's GEP will make a meaningful and measurable contribution to embedding gender equality across all relevant dimensions.

9. REFERENCES

European Commission: Directorate-General for Research and Innovation, Horizon Europe, gender equality – A strengthened commitment in Horizon Europe, Publications Office of the European Union, 2025, <https://data.europa.eu/doi/10.2777/0508238>

Horizon Europe guidance on gender equality plans, Publications Office of the European Union, 2021, <https://data.europa.eu/doi/10.2777/876509>

Communication from the commission to the European Parliament, the Council, The European Economic and Social Committee and the Committee of the Regions A Union of Equality: Gender Equality Strategy 2020-2025, COM (2020) 152 final.

[European Commission's consultation on 2026-2030 EU Gender Equality Strategy - EURoma](#)

10. TERMS AND ABBREVIATIONS

AOM Assembly of Members

DG – Director General

GEAR – Gender Equality in Academia and Research

GEP – Gender Equality Plan

GEO-Gender Equality Officer

ISAC: Independent Scientific Advisory Committee

IEAC: Independent Ethical Advisory Committee

PRC: Proposal Review Committee

SHC: Stakeholder Committee



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