
EUI Gender Equality Plan 2022-2025

Introduction

The European University Institute is a unique organisation in many ways: It is both a European university located in Italy and an international organisation. It brings together individuals from around the globe, with a variety of social, cultural, linguistic, religious, and political backgrounds and ideas. It is a centre for research in the humanities and the social sciences, an institution that focuses on postgraduate teaching and training, and a disseminator of scientific knowledge to a range of public and private actors.

The EUI was established at a time when notions of gender equality were just beginning to be discussed widely, and when academia was, to a significant degree, a male-dominated profession. Since the early 1970s, many societal, intellectual, and cultural changes have taken place, and the EUI has developed along with them and, in part, contributed to them. While there have been, over the years, several efforts to improve gender equality at the Institute, much remains to be done. This is true both for society at large and for the EUI as such. While larger societal and political trends affect the functioning of the Institute, it nevertheless is crucial to adjust those structures over which we have control to achieve the greatest possible degree of gender equality.

To do so, the EUI adopts the Gender Equality Plan (GEP). Its goal is to promote gender equality at all levels and in all units and services of the EUI in meaningful and lasting ways. Everyone at the EUI, regardless of their sex and gender, should have the same opportunities to carry out their work and to realise their career goals; to do so in an equally supportive setting; to be equally protected from abuse and attacks; and to be rewarded equally for equal work. The GEP commits to direct action towards achieving this goal.

Gender equality is one of several factors that are crucial to achieving and securing a democratic society that values plurality and diversity. Equal treatment irrespective of gender is also a fundamental right that every person has. While women are not a numerical minority in society, many of them do experience forms of marginalisation and discrimination that resemble the experiences of minorities. This is particularly true of some fields of academia that have remained more male-dominated than society at large. Yet science depends on the free and open exchange of ideas and knowledge. Apart from the societal obligation to guarantee equal opportunities and equal treatment, it is in the genuine interest of any scientific institution to be as supportive as possible of all its members; to make a systematic effort to incorporate a diversity of positions; to encourage those whose expertise might otherwise be lost to speak up; and to continuously reconsider its own assumptions and structures to prevent the exclusion of critical contributions. By establishing the Gender Equality Working Group and adopting a Gender Equality Plan, the EUI is taking an important step toward institutionalising this effort.

This plan understands gender equality to mean ensuring that individuals of all sexes and genders have the same rights and opportunities, both in theory and in practice. The focus of this plan and its concrete action points is on improving the situation of women at the EUI, since women represent the numerically largest group to be considered. However, everything

the plan says, and all actions it commits to, should be applied equally to non-binary forms of sex and gender.

Embracing diversity is a requirement for any scholarly institution to attract and retain the most talented and most creative individuals. This is true not only of academics but of everyone working in a university setting. The EUI depends on its highly skilled and highly dedicated administrators, technicians, librarians, cooks and cafeteria personnel, accountants, IT specialists, porters, and many others who keep the Institute running. Their experiences and contributions need to be taken just as seriously as those of the academic personnel, and gender equality needs to be ensured in all units and services of the EUI, whether academic or not.

The GEP tries to be as inclusive as possible, both with the scope of the actions it defines and with the language it uses. The members of the Working Group which prepared this plan were acutely aware that language matters, and that it can have the effect of alienating individuals who do not feel addressed, or not addressed properly, by specific terminology. To maintain a balance between ambition and feasibility, the plan speaks of 'women' and 'men' in those cases where the issue concerns gender equality in a more narrowly defined sense. It avoids those terms in contexts where issues are addressed that cannot be dealt with in strictly or primarily binary terms. The members of the Working Group considered the issue of linguistic framing central to the effort of achieving full equality, and underlined the need for continuous engagement with it. To this end, they suggested that the Gender Equality Committee, which will be established pursuant to this plan, work closely with the Diversity Committee and with the Dean for Equality, Diversity, and Inclusiveness to revisit and refine the framing of activities geared at achieving gender equality in an inclusive way.

The plan is organised around three core objectives: 1) equal access to all positions at the EUI; 2) an environment that is equally welcoming and congenial to persons of all sexes and genders, and 3) zero tolerance towards sexual harassment. For each of these objectives the plan formulates concrete actions that are both ambitious and realistic. They are based on best practice from outside and inside the EUI, and on proposals from various sections of the EUI community. While the overall action plan runs for a period of three years, the default or typical timeline for most objectives is on a year-by-year basis. Moreover, for each action it is clearly indicated which unit(s), service(s), or person(s) will be responsible and accountable.

This plan runs for three years (2022-2025), after which its success will be evaluated. Moreover, there will be annual progress reports, which will be published. The evaluation, including all the data on which it relies (insofar as compatible with the GDPR), will be made public. The measures outlined in this plan are by default due to start straight ahead. An implementation plan will be drafted by the EUI Management and will be tabled at the first meeting of the Gender Equality Committee (see item 1 below), which will be tasked with monitoring its execution.

This plan is based on a draft proposed by an ad-hoc Gender Equality Working Group co-chaired by Professors Martijn Hesselink and Corinna Unger with representatives from the EUI community. It was then discussed twice at the Academic Council. This version has been partly redrafted by the EUI Management to reflect these discussions and better convey institutional commitment.

First objective: Equal access to all positions at the EUI

Objectives

The starting point of this plan is that all individuals, regardless of their sex and gender, have a right to equal access to all positions and roles at the EUI. The first objective of the EUI's action plan should therefore be to ensure such equal access. Equal access is not entirely in the hands of the EUI. Still, as a matter of principle, gender parity should be the default objective in all cases. It is important that all efforts within the reach of the EUI be undertaken to achieve gender parity.

Given that the most severe gender inequality at the EUI currently exists in senior positions, and considering the symbolic value they hold, it is important to ensure equal access to and gender parity in the following positions: the President of the EUI, the Secretary-General of the EUI, the various deanships, heads of departments and of other units, senior roles in the support services, and professorships. Similarly, equal access should be ensured to permanent positions (as opposed to more precarious ones) and to full-time positions (as opposed to part-time ones). Finally, salary disparities between sexes and genders must be tackled through regular control and rectifying measures if necessary.

Equal access implies equal access for all women and minority groups, not just for those belonging merely to one social or ethnic group. Individuals who belong to various discriminated groups may fall between the cracks when policies target each of these types of discrimination separately. The plan is unsuccessful if its measures work only for women who are white and/or have a privileged social background. These intersectional dimensions should be an integral part of the evaluation of this plan's achievements and of periodical progress reports.

State of affairs

In the absence of sufficiently complete statistical data, it is not feasible to offer a comprehensive analysis of the evolution of the gender equality situation at the EUI regarding admission, promotion, and remuneration in recent years. As to the current state of play, a brief analytical report was produced by the Human Resources Service based on the available statistical information in May 2021. Some of the main findings include the following: while there has been some progress regarding the reduction of the gender gap in hiring at some levels and regarding gender balance in search committees, notable differences remain. Senior positions are predominantly held by men, while the number of women in lower-rank positions is disproportionately high.

Concrete actions to be taken

The EUI will take the following actions to make significant progress within three years (2022-2025) towards achieving the objective of equal access to all positions at the EUI irrespective of gender.

1. A Gender Equality Committee (GEC) will be established. The GEC will meet regularly to advise on priorities, discuss gender inequality issues at the EUI, monitor progress on the various actions in this plan, make proposals for new actions. It will be easily accessible to all members of the EUI community to raise concerns and make proposals for action. The composition of the Committee will aim to reflect the diversity of the EUI community in all its aspects. Membership is for two years (renewable).

Responsibility: President for the creation, CCU for support.

2. The Gender Equality Committee will act as a monitoring board that annually gathers and analyses the available statistical data regarding hiring and admission, promotion, and remuneration. The results of the analysis will be published on the EUI website in an annual report. The report will highlight progress/regress over time, and it will differentiate between different ranks and between different EUI units and services. The monitoring board is granted access to all relevant 'raw' individual data, insofar as compatible with data protection regulation. Similarly, the report should be as detailed as is compatible with protecting the privacy of individuals. To further protect privacy, access to data might be limited to a reduced number of members of the Gender Equality Committee. It should include at least one EUI professor who specialises in the gathering and analysis of such data. For all relevant matters described in this Plan, benchmarks will be sought from partners in the CIVICA alliance as they are institutions with which comparison is relevant and to which the EUI has privileged access.

Responsibility: Gender Equality Committee with EUI support services, chiefly CCU.

3. The Institute will review and improve hiring and promotion processes at the EUI at all levels. This entails:
 - Working towards gender balance on search committees and interview panels.
 - Establishing a code of conduct that all participants involved in hiring processes (internal and external panel members, referees) receive at the beginning of a search process. The code, to be approved by the Gender Equality Committee, describes the EUI's mission to ensure and promote gender equality, outlines its efforts at doing so, and, by tackling the entire hiring cycle interviews, offers practical suggestions on how to detect and avoid gender biases. Added to the code of conduct will be a list of clearly defined evaluation criteria that are shared among all members of the search committee in advance. The purpose is to reduce the likelihood that gendered norms and expectations unduly influence the assessment of individual candidates.
 - Ensuring that the wording used in job advertisements is equally appealing to candidates of all genders.
 - Perform a benchmark of indicators and good practice in academia and among relevant organisations (EIGE, ERC, etc.).

Responsibility: Gender Equality Committee with the support of CCU and HR

4. While it is desirable to include women professors on selection committees for the sake of women candidates and in a variety of committees tasked with shaping the Institute's policies and their implementation, and in consideration of the fact that women represent (as of 1 December 2021) 30% of the permanent faculty, it is necessary to compensate the extra burden this represents for women professors, who accept to sit on a higher than usual number of committees. This compensation can take two forms depending on context and preferences:
 - Teaching exemptions equivalent to one full-credit teaching module per year. In this case, funds will be made available for units to hire part-time professors – preferably women – to replace them.
 - Contract extensions for contribution to strategic priorities.

Responsibility: President, Academic Units, and Academic Council.

5. In case of a strong gender imbalance within an academic unit, and to increase the chance of hiring a larger number of professors of the underrepresented gender at the EUI, selection committees will increase the share of the underrepresented gender on the shortlist. Search committees are encouraged to make an active effort to identify and invite to apply candidates from the underrepresented gender who otherwise might be overlooked. The various steps undertaken should be reported to the Academic Council. Progress will be monitored by the Gender Equality Committee with calendar year 2021 as a reference point.

Responsibility: Academic Units and Academic Council.

6. To avoid gender-based biases affecting the search and recruitment process, the search committee is required to name three female candidates that match the profile and who would be good hires for this vacancy before the advertisement for a chair is published. In case the pool of women applicants is not large enough, the academic unit will explore whether the description of the chair can be adapted to attract a more diverse pool of applicants.

Responsibility: Academic Units

7. The Institute should strive to attain gender parity for senior positions, starting with that of President and Secretary-General. Discussions should take place between the High Council and the Academic Council ahead of the next recruitment phase to devise a way to achieve this goal. Special attention must be paid to the composition of the selection committees and the gender balance on shortlists. Gender-sensitive language should be used, avoiding terminology that is commonly associated with stereotypical acceptations of masculinity and that might discourage women from applying. Qualified women candidates should be directly contacted and encouraged to apply.

Responsibility: High Council and Academic Council

8. Regarding the hiring of senior administrative staff, selection committees will increase the ratio of the underrepresented gender(s) on the shortlist. In the advertisement, female applicants should be explicitly encouraged to apply and gender-sensitive language should be used, avoiding terminology that is commonly associated with stereotypical acceptations of masculinity and that might discourage women from applying. If the gender imbalance is too pronounced, efforts will be made to contact potential applicants and encourage them to apply. The mailing lists of professional women's organisations will be used to spread the advertisements widely.

Responsibility: Human Resources Service

9. Active steps will be taken to improve the gender balance among junior administrative staff, which currently is predominantly female. In advertisements, the factual responsibilities the positions entail will be highlighted and gender-sensitive language, avoiding terminology commonly associated with stereotypical acceptations of feminine qualities, will be used. Gender-awareness training will be provided to all members of the internal promotion and selection committees to avoid unconscious biases. A code of conduct will be drafted that will be validated by the Gender Equality Committee.

Responsibility: HR and Gender Equality Committee.

10. While data shows that there is currently no imbalance in terms of gender among the population of academic assistants and research fellows, the risk exists that more short-term contracts might be used to the detriment of women. The situation will continue to be monitored to ensure that women are not offered more precarious contracts. This monitoring will be performed on a yearly basis by all academic units; they will report to the Gender Equality Committee.

Responsibility: Academic Units and Gender Equality Committee

11. An imbalance exists in the gender repartition of part-time professors, a group in which men are over-represented. To tackle this issue, Academic Units are required to specify the overall gender repartition among part-time professors in the respective academic unit each time the nomination of a part-time professor is tabled at the Executive Committee. Moreover, relevant figures will form part of an annual report.

Responsibility: Academic Units and Executive Committee.

12. Experience shows that it is more difficult for women than for men to convince their partners and families to come to Florence, thus reducing the likelihood of attracting women candidates to the EUI. The EUI should be made more attractive for women by focusing on aspects that concern the support given for the upbringing and education of children, and the conditions and support offered to spouses. The EUI spouse/partner programme will be properly advertised and put more broadly to the usage of women professors whose partner wishes to live in Florence. The spouse/partner programme should serve as a steppingstone for local integration. Whenever needed, the possibility of joint offers in the academic domain for spouses should also be considered.

Responsibility: Human Resources Service, President, and Academic units

13. Applicants to all positions (including researchers, professors, and support services) will be invited to declare their gender on a voluntary basis as being 'female', 'male', or 'other'. In a second stage and based on feedback from applicants and input from external advisors, application systems will be improved by adding alternative categories if 'other' is not considered appropriate or if candidates ask for specific other categories. It will be indicated clearly 1) that this information is gathered strictly for the statistical purposes of the EUI's gender equality policy and 2) that refusing to answer the question will have no negative impact on applications.

Responsibility: HR and Academic Service (gathering data), legal officer (data protection)

14. The welfare benefits of junior academic staff members will be revised to include parental allowances for temporary positions. An extend parental leave for Max Weber Fellows will be established on the same basis as the one that exists for doctoral researchers.

Responsibility: President, Dean of Postdoctoral Studies, HR, and BFA

Second objective: An environment that is equally welcoming and congenial to persons of all sexes and genders

Objectives

Everyone who works, carries out research, or pursues a degree at the EUI has a right to be equally treated, irrespective of sex and gender. The EUI aspires to be a working and studying environment that is equally welcoming and congenial to all. This means that the EUI should not – in any of its units or services – be characterised by what are commonly perceived as masculine norms and behaviour, some of which make it difficult or impossible for women or gender non-conforming individuals to be heard or acknowledged. It is crucial in this regard to avoid essentialising or stereotyping gender roles, as well as binary understandings of gender. There may also be cultural differences at play. Therefore, it is important to start an EUI-wide conversation on this issue to improve awareness and to create wider understanding. This could be done through internal events and by inviting externals to provide input and training.

Concrete actions to be taken

The EUI will carry out an assessment of all its activities and structures to identify possibilities for increasing gender awareness and overcoming structures that privilege, directly or indirectly, what are commonly perceived as ‘masculine’ forms of behaviour and norms. This includes, but is not limited to, the gender ratio of participants in public and official commitments and events; the language used to describe research themes, courses, and programmes; the inclusion (or lack thereof) of gender as an analytical category in seminars and programmes; the gendered naming of chairs and special lectures; and the language used in describing the activities of the EUI as well as in job advertisements.

In particular, the EUI will:

15. Organise regular gender awareness events and professional trainings that address all members of the EUI community. Some of the trainings will be geared at specific groups at particular times of the year: for example, trainings for the incoming cohorts of PhD researchers and postdoctoral fellows at the beginning of the academic year. Others will be offered throughout the year: for example, trainings for staff at all levels regarding unconscious gender biases in selection processes, teaching, and committees; organisational and work patterns of departments, units, research groups, and committees; discussion culture; supervision, teaching, and mentoring practices; and peer review and feedback culture. Specialised trainings will be made available for the members of the harassment committee and for the members of search committees.

While voluntary trainings (general as well as specialised ones) will be offered to anyone interested on a regular basis, all new recruits and all members of the community who are involved in recruitment processes or any relevant committee will be requested to participate in a gender awareness training.

Responsibility: Academic Units, Academic Service, HR, Dean for EDI, Gender Equality Committee

16. Hold an annual survey among all the members of the EUI community (of all sexes and genders) to learn about the experiences and views of the EUI’s members regarding various aspects of gender equality at the Institute, as well as about the perceived effects (positive, negative, absent) of various measures contained in this Plan. The outcome of the survey will inform new actions to further improve the environment towards being

equally welcoming to all individuals, regardless of their sex or gender. The Gender Equality Committee will oversee both the content of the survey and the analysis of its results.

Responsibility: Dean for EDI, Gender Equality Committee with the support of the CCU

17. Gender balance in seminars and course readings will be improved. This entails a recommendation to all seminar and course instructors to undertake a conscious check whether relevant contributions to the subject have been overlooked, with full respect for each instructor's academic responsibility for their seminars or courses.

Responsibility: Academic Units and individual professors

18. Seminar guidelines and training will be offered to professors on gender-aware teaching practises, gendered participation and gender dynamics, and tactics to balance this. Encourage more active moderation by professors in seminars and workshops about preventing male domination of discussions and encouraging women to participate more actively.

Responsibility: Academic Units, Academic Service, Dean for EDI

19. Gender and diversity awareness will be made an element of seminar and supervision assessments. In addition to the questions asked in the existing assessment forms, questions will be included that ask whether seminars and supervision practices are offering equal space and opportunities to participants or supervisees of all sexes and genders. Should the assessments point toward notable inequalities, instructors will be suggested to adjust practices in a way that reduces inequalities. Gender awareness training sessions will be proposed in this regard.

Responsibility: Dean of Graduate Studies, Dean for EDI, Directors of Study

20. To improve working conditions for women, the following will be considered:
 - a. Facilitate flexible working hours, tele-working, and part-time work. Actively promote an approach to work-life balance that allows all individuals to carry out their family care duties in equal ways and without negative repercussions in terms of career development. Encourage fathers to take paternity leave and support them in doing so.
 - b. Support care obligations during conferences.
 - c. Create parent-child rooms.
 - d. Reinforce the Crèche service.
 - e. Install sight protection panels in front of all tables in seminar and conference rooms as they already exist in some EUI rooms.
 - f. Provide sanitary pads and tampons in women's bathrooms or sell them in the cafeteria or via automats.

Given the financial implications of some of these measures the Gender Equality Committee will prioritise the allocation of resources, and pilot projects will be put in place.

Responsibility: HR, REFS, MWP and Gender Equality Committee

21. Women's Day will be celebrated with a meaningful event that relates to women's experiences in the working environment.

Responsibility: Gender Equality Committee with relevant support services

22. Workshops will be organised for female researchers and postdoctoral fellows on how to deal with what are commonly perceived as 'masculine' forms of behaviour, how to identify discriminatory behaviour, and how to overcome subjective and objective obstacles to making themselves heard. Training for male and female researchers and postdocs will be offered to increase everyone's awareness of gender inequality in academic settings and on how to avoid behaviour that marginalizes women and individuals of other genders. Advice will be offered on how to cope with situations of harassment and unequal treatment based on sex and gender outside the EUI, e.g., at conferences, on research missions, and at job interviews.

Responsibility: Academic Service and Dean of Graduate Studies

23. The EUI will aim at gender equality in all panels (workshops, conferences, roundtables, PhD juries, etc.). In principle, each event with more than two speakers must include representatives of both/all sexes. All-male panels must be justified in writing to the respective head of unit, including information on attempts made to improve the gender balance. Each unit will collect data on gender balance in the organisation of events, which will be discussed in the above-mentioned annual report (see point 2).

Responsibility: Academic Units, Gender Equality Committee

24. The EUI will address the imbalance in the naming of events, named chairs, and rooms. The Gender Equality Committee will suggest female personalities that should be considered when deciding on those naming issues.

Responsibility: Gender Equality Committee and EUI management

25. A statement will be introduced in the EUI values and principles that expresses the Institute's commitment to fostering an environment that is equally welcoming and congenial to persons of all sexes and genders. This statement will be displayed prominently on the EUI website and on all relevant promotional material.

Responsibility: Dean for EDI and Communications Service

26. An EUI webpage on gender equality issues will be set up that provides information about the existence of the Gender Equality Committee and its work and that contains links to previous reports and recommendations. The website will also contain links to information on gender equality issues at universities as well as to organisations specialised in such matters (EIGE, etc.). The website will be readily visible on the EUI homepage. This website could be the place where the findings of the monitoring board are published.

Responsibility: Dean for EDI, CCU

Third objective: Zero tolerance towards sexual harassment

Everyone at the EUI has an inviolable right not to be the victim of any kind of harassment. Sexual harassment in any form is unacceptable and will not be tolerated at the EUI. All members of the EUI community have a right to a swift, adequate, and safe response to any complaints. Specifically, this means, among other things:

- The EUI adopts an explicit intransigent stance against all forms of sexual harassment and gender-based harassment.
- The EUI ensures that easily accessible institutions are in place for a safe, effective, and timely response to any aggressions or incidents.
- The EUI's harassment procedure is victim-centred, while fully respecting the defence rights of anyone accused of sexual harassment.

Although the issue of sexual harassment has further dimensions (including disciplinary ones and criminal law), zero tolerance towards sexual harassment is also a gender equality objective since safety should be the very baseline of any gender equality policy.

An external expert with a broad experience on the matter – Dr Saphié Ashtiany – has been mandated to independently review the existing EUI policies on sexual harassment. This review was the occasion of broad on-site consultations with many members of the EUI community. A thorough report will be available and shared at the very beginning of 2022. Proposals that will be formulated will be discussed and implemented, with a view to leading to a reform that will include – inter alia – the following elements:

1. Clear standards of conduct: the policy should clearly define harassment, sexual harassment, gender-based harassment, and bullying.
2. Clear scope of application so that everyone understands the ambit of the policy in so far as it imposes obligations on individuals.
3. The sexual harassment policy will be revised in a victim-centred manner, notably by clearly distinguishing three key functions: counselling, support, and advice services; the handling of complaints; and monitoring and providing policy advice to the Institute's management.
4. Ensure that easily accessible, internally consistent information is widely broadcasted within the organisation and to newcomers and is periodically refreshed.
5. Prevention will be an integral part of the policy and training will be given a central role.