



## 2024 Report - AMIRES GENDER EQUALITY PLAN 2022-2024

AND

## AMIRES GENDER EQUALITY PLAN 2025-2027

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## 1. Executive summary

*Gender Equality in Europe shows improvements, however still gaps remain, and further efforts are still needed<sup>1</sup>. AMIRES published in 2022 its Gender Equality Plan (GEP) to achieve gender equality internally and promote it also externally. This document contains the report of 2024, as an overview from 2022-2024 and the new AMIRES GEP for 2025-2027, which establishes new activities and targets based on the results from the initial GEP reports.*

*In general, AMIRES is reaching its defined targets of the abovementioned GEP. For example, as part of the internal strategy, 47% of speakers and moderators were women in the events organised by AMIRES during 2024, having 40% as a target. Other achievements were a) No bias in language and visual identity was identified in public content created by AMIRES b) no pay gaps within AMIRES employees and c) continuous meetings between the Gender Equality Board and AMIRES management.*

*Regarding the external strategy, within projects in implementation phase, in which AMIRES participates as project manager and/or communication & dissemination manager, the percentage of women in leading positions, such as coordinators, work package leaders and advisory board members, increased in the period from 2022 to 2024 overall. However, despite this, the ambitious target set in the GEP were not reached: 24 % coordinators (target of 30%), 30% Work Package leaders (target of 40%), and 23% of advisory board members (target of 30%) are female. According to the European Union report<sup>2</sup> published in early 2025, in Horizon Europe projects, 31% of coordinators are female. The project proposals, for which AMIRES provides active support, had similar numbers of female coordinators and other leading positions when compared with 2022 analysis, and no significant progress was made. However, a development to be highlighted is the improvement in the awareness of the use of inclusive language and gender-neutral visuals in materials within AMIRES team, as well as the continued absence of negative comments from evaluators on gender aspects in project proposals. Another achievement was the establishment of a podcast "In Her Shoes" spotlighting women in science and technology, providing role models for other women. Nevertheless, AMIRES finds room for improvement when it comes to avoiding zero representation of women in leading positions in ongoing projects and keeping a good proportion of speakers and panellists in events organized by AMIRES. Further actions will be tested to achieve the targets set out in the new AMIRES GEP and reach Gender Equality.*

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<sup>1</sup> [Gender equality in research and innovation not progressing fast enough, according to new She Figures report - European Commission](#)

<sup>2</sup> [Fostering gender equality: Key figures from Horizon Europe, EU 2025.](#)

## Table of Contents

<b>1. Executive summary</b> .....	<b>2</b>
<b>2. Introduction</b> .....	<b>4</b>
<b>3. AMIRES internal actions</b> .....	<b>5</b>
3.1. Action 1: Salary review .....	5
3.2. Action 2: Encouraging the active participation of women in events .....	5
3.3. Action 3: Use of an inclusive language and gender-neutral visual identity .....	6
3.4. Action 4: Regular Gender Equality Board meetings and discussions .....	6
3.5. Action 5: Mapping initiatives in gender, diversity and Inclusiveness (GDI).....	6
3.6. Summary of the New actions 2025 .....	6
<b>4. AMIRES external strategy and commitment beyond the organisation</b> .....	<b>7</b>
4.1. Action 5: Encouraging active participation of women in leading roles.....	7
EU PROJECT PROPOSALS .....	7
EU-FUNDED PROJECTS .....	8
DISSEMINATION OF FEMALE ROLE MODELS .....	9
4.2. Action 6: Use of an inclusive language and gender-neutral visuals .....	14
4.3. Action 7: Gender Dimension in R&D .....	14
4.4. Summary of the New actions and targets 2025 .....	15
<b>5. Conclusions</b> .....	<b>15</b>
5.1. Table 2. Action Plan and status of Gender Equality activities at AMIRES .....	16
<b>6. ANNEX: AMIRES Gender Equality Board</b> .....	<b>19</b>
6.1. Role and responsibilities.....	19
6.2. Members.....	19

## Table of Figures

Figure 1. Internal and external strategy in AMIRES Gender Equality Plan (GEP).....	4
Figure 2. Percentage of female coordinators in EU proposals in 2024 (in which AMIRES supports the coordinators in the proposal preparation) (left) and in on-going projects (AMIRES acting as project manager and/or communication and dissemination manager) (right). .....	9
Figure 3. AMIRES Programme (ENESUS, Health, and DeepTech) shares in the total number of proposals (left) and projects (right) with a female coordinator in 2024.....	9
Figure 4. AMIRES podcast “In her shoes” aims to spotlight remarkable female scientists and innovators, hosted by Jana Mwangi.....	10
Figure 5. Infographic of 2024 results regarding AMIRES GEP.....	18

## Table of Tables

Table 1. Overview of “In her shoes” podcast episodes .....	11
5.1. Table 2. Action Plan and status of Gender Equality activities at AMIRES.....	16

## 2. Introduction

According to the Gender Equality Index, a tool to measure progress of gender equality in the European Union (EU), the EU has reached 71 points<sup>3</sup> in 2024 (+0.8 points improvement from 2023), and Czechia 59.9 points (+2 points from 2023). Within this Index, several parameters are considered (work, money, knowledge, time, power, health). On the other hand, according to the **She Figures 2024**<sup>4</sup>, the overall Index scores range between 60 and 88 (with 100 representing total gender equality), and based on the indicators across six key dimensions: pipeline segregation, research sectors, career progression, decision-making, research participation, and the incorporation of a gender dimension in research and innovation content (GDRIC). These numbers imply improvement in the last years, however further efforts are required.

AMIRÉS<sup>5</sup> published its first [Gender Equality Plan \(GEP\)](#) in 2022 providing a clear internal and external strategy, defined actions and targets, contributing to the Gender Equality in Europe. This report serves to evaluate its targets and adapt them and/or establish new ones, within the new GEP for 2025-2027 (see Figure 1).

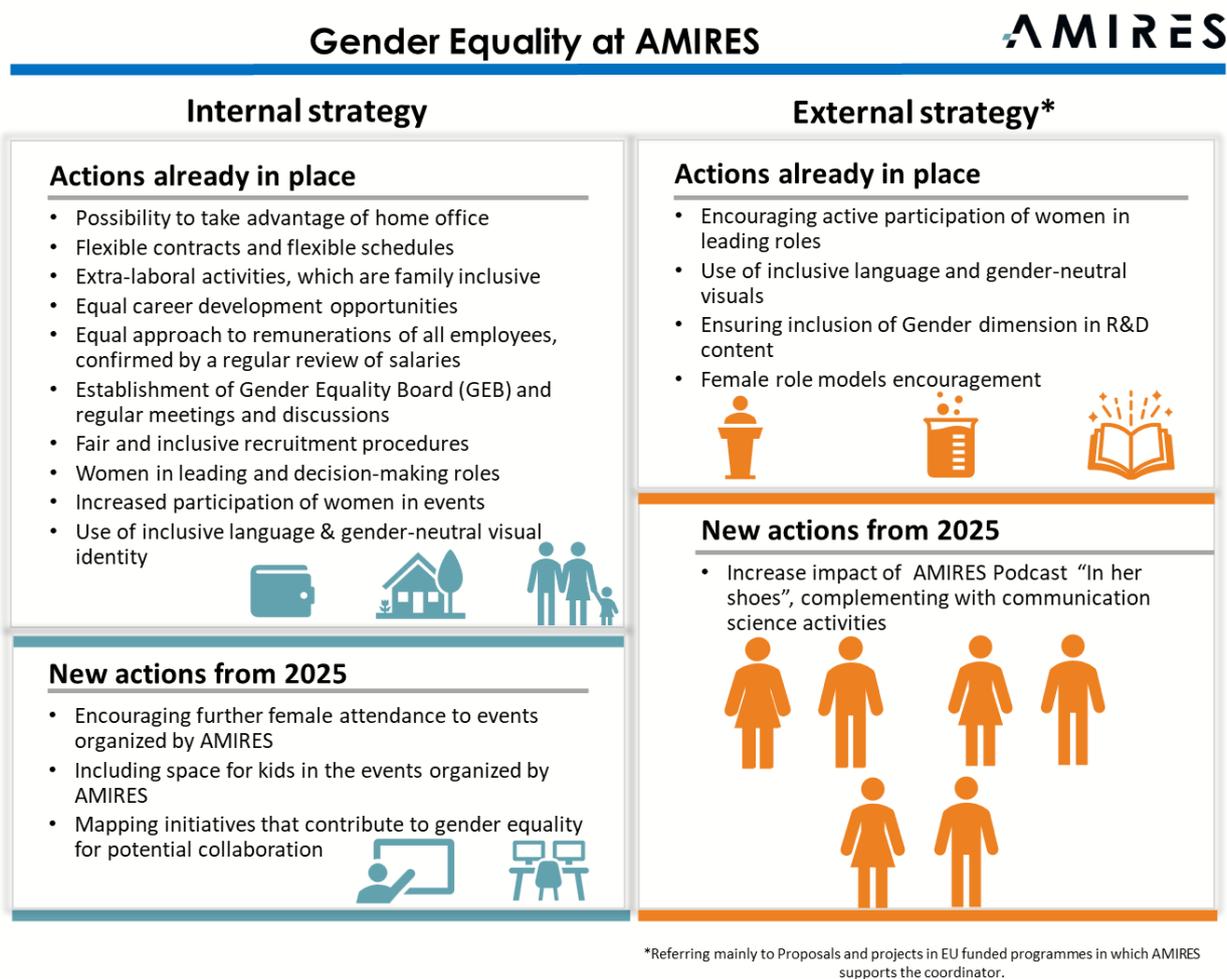


Figure 1. Internal and external strategy in AMIRÉS Gender Equality Plan (GEP).

<sup>3</sup> Being 100 points, full equality between women and men, according to the [European Institute for Gender Equality \(EIGE\)](#)

<sup>4</sup> [Gender equality in research and innovation not progressing fast enough, according to new She Figures report - European Commission](#)

<sup>5</sup> AMIRÉS s.r.o. and AMIRÉS, The Business Innovation Management Institute, z.ú.,

## 3. AMIRES internal actions

AMIRES continued implementing actions that were in place before the publication of the GEP in 2022 as indicated in Figure 1. AMIRES provides flexibility of work contracts, which accommodate to employees' specific family or personal needs. Currently 8% of the employees at AMIRES work part-time, and 92% full-time, one employee is on parental leave combined with part-time, and one employee works entirely remotely. Employees can come back from maternity/parental leave as soon as their situation allows them and in the percentage of time it fits them best. In relation to the recruitment of new employees, it has always been done based on merit and compatibility with the role and company culture, regardless of age, nationality or gender. Currently, 73% of all employees at AMIRES are female, and AMIRES' leading roles, i.e. programme managers, are taken by women.

The actions implemented as part of the GEP 2022, have the following results. New actions and targets for the GEP 2025 are enlisted in the following sections.

### 3.1. Action 1: Salary review

The management of AMIRES performs periodic reviews of salaries (at least 2 times a year) to monitor any potential salary inequalities between men and women (both genders should be protected equally)<sup>6</sup> and employees with the same position. In addition, salaries of new hires are based on this analysis. During 2024, no gender pay gap was identified.

### 3.2. Action 2: Encouraging the active participation of women in events

AMIRES plays an exemplary role in the European innovation ecosystem, especially in the STEM (Science, Technology, Engineering and Mathematics) areas. AMIRES actively welcomes and encourages the presence of excellent female professionals in events and workshops. In 2024, AMIRES organized ([Graphene Week 2024](#), [Quantum Meets 2024](#), [Pathways to Energy Transition: Innovations in Decarbonization](#), and [Pioneering digital transformation in healthcare workshop](#)). From these events, an average of 47% of the speakers and moderators were female, with the lowest share of female speakers being 25% and highest at 50% (higher from 2021-2022, 51% in average, lower 18% and 83% highest) therefore avoiding no female representation and achieving the internal target of 40% women speakers and moderators. This target will be increased at 50% as part of the GEP 2025-2027. In addition, one important target to keep is avoid the lack of female representation among speakers and moderators of the events. Even though the proportion of attendees cannot be influenced completely by the organiser, new actions will be tested to encourage female attendance. These include, for instance, introducing a space (kids' corner) for parents with small kids who cannot usually attend due to their family commitments. Several examples of this type of support to conference's and events participants already exist, for example the [European Congress of Cardiology 2024](#), and the [European Congress of Radiology 2025](#).

During 2024, AMIRES also attended several events focusing on gender in science and technology to increase AMIRES expertise, share experiences, and actively participate in greater societal discussions. [Women in Tech Summit 2024](#) is a three-day event in which parallel stages were active with topics around several Technology fields addressed to Women in Europe, workshops and other side activities. [Dei Forum 2024](#), focused on advancing diversity, equity, and inclusion, and which also counted with a space dedicated for kid's attendees. The [6th STEM Women Congress](#) addressed specially the good practices on STEM education in early childhood education in Europe, as well as the initiatives implemented in several companies and organisations. Finally, the [Webinar on Sex and Gender in Biomedical Research](#) organized by the Institute of Sociology of the Czech Academy

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<sup>6</sup> Employees haven't indicated identification with other genders. Therefore, other genders were not further considered in this report.

of Sciences in which Prof Sabine Oertelt-Prigione presented the importance of considering Sex and Gender on biomedical research. Learnings from these events will be shared with AMIRES colleagues and collaborations will be sought (see action 5). In addition, AMIRES' active participation on similar events will be considered.

Moreover, AMIRES demonstrates proactive engagement on social media platforms, consistently sharing pertinent content in a monthly basis, exemplified by the [International day of Women](#), [International Day of Women and Girls in Science](#) and [AMIRES' Post – Women Innovators](#), among others.

### 3.3. Action 3: Use of an inclusive language<sup>7</sup> and gender-neutral visual identity

The Gender Equality Board (GEB) organized an internal seminar that includes the Gender Equality topics, including on the inclusive language and gender-neutral visuals. GEB also carefully evaluates that all written content created by AMIRES uses inclusive language and gender-neutral visuals. This includes, but is not only restricted to, the AMIRES website and social media, publications, presentations, promotional material, videos, internal reports, etc. So far, colleagues had improved their awareness on the use of inclusive language and neutral visual materials, as described in section 0 from the external strategy. These efforts will be continued.

### 3.4. Action 4: Regular Gender Equality Board meetings and discussions

The Gender Equality Board meets monthly to communicate actions and new ideas to be considered, as well as monitor the progress of the Gender related topics within the company. The GEB and AMIRES management meet at least every 6 months and during these meetings the status of the GEP and other topics related to gender equality are discussed. Meetings and communication between GEB and management have proven very productive and fruitful in the past and will continue to be organised.

### 3.5. Action 5: Mapping initiatives in gender, diversity and Inclusiveness (GDI)

To increase the reach and impact of the activities of AMIRES on Gender, AMIRES GEB will seek to partner with organisations in Czechia who are experts in gender, diversity and inclusiveness. One example is the Centre for Gender and Science from the Institute of Sociology of the Czech Academy of Sciences. AMIRES GEB will map the initiatives on gender, diversity, and inclusiveness with focus on STEM areas in the region (mainly Czechia and Slovakia), identifying key actors in the field to synergize actions. In parallel, AMI GEB will map the ongoing initiatives of partners' organisations within the projects in AMIRES' portfolio (e.g. [Diversity in Graphene | Graphene Flagship](#), [WIQD - Women in Quantum Development](#)). The main goal will be to find common ways for partnership, as well as the possibility to provide content on events with the identified key actors. One example is the initial discussions for potential collaboration with the [STEM Women Congress programme](#).

### 3.6. Summary of the New actions 2025

In addition to the continuation of the actions and pursuit targets established in the previous GEP (2022), the following actions will be included in the updated version:

- 1) Space (kids' corner) for parents with small kids who cannot usually attend due to their family commitments in will be tested for events organized by AMIRES.
- 2) Mapping initiatives in gender, diversity and Inclusiveness, to identify further collaborations to gain knowledge and good practices, as well as to increase impact on the ongoing activities.

<sup>7</sup> Examples using instead of *First Man studies*, use *First in Human studies*, *businessperson* instead of *businesswoman* or *businessman*. Other examples: [https://www.europarl.europa.eu/cmsdata/151780/GNL\\_Guidelines\\_EN.pdf](https://www.europarl.europa.eu/cmsdata/151780/GNL_Guidelines_EN.pdf)

## 4. AMIRES external strategy and commitment beyond the organisation

In addition to the internal strategy, AMIRES promotes gender equality beyond its organisation; namely, among its partners and clients. These activities mainly relate to the proposal preparation and project implementation phases where AMIRES is involved. All proposals and projects in AMIRES are thematically allocated to one of the three programmes: i) Energy& Sustainability (ENESUS) - related to energy and sustainability; ii) Health&Biotech (Health) - focusing on biotechnology and innovations in the health sector; iii) DeepTech - corresponding to research and scientific advances in deep technology, quantum technology and engineering. As mentioned before, these programmes are led by women at AMIRES.

### 4.1. Action 5: Encouraging active participation of women in leading roles

AMIRES encourages and supports its partners in including activities that seek gender equality - both during project design in the proposal preparation phase, and during the execution of funded projects<sup>8</sup>. If such activities are non-existent in their organisations, AMIRES provides an example and stimulates its partners to improve and expand their efforts to pursue gender equality. AMIRES encourages the participation of female coordinators and promote female participation as Work Package leaders and external advisors. Targets and results are summarized on Table 2 in section 5.1.

#### EU PROJECT PROPOSALS

During 2024, 35% of EU proposals in which AMIRES had been involved<sup>9</sup> were under the leadership of a female coordinator (decreasing from 43% in 2023, and from 39% in 2022). This decline due to the fact that a proportionately higher number of proposals in which AMIRES was involved belonged to the DeepTech programme, for which it is known that the representation of women is still slowly improving.<sup>10</sup> Interestingly, out of the 35%-female coordinators, Health-related proposals had the highest percentage of female coordinators 50%<sup>11</sup>, followed by 38%<sup>12</sup> for Energy and Sustainability and 12%<sup>13</sup> for DeepTech proposals (Figure 2 and Figure 3). In contrast, in other leadership positions, overall, in average 35% of the Work Package<sup>14</sup> leaders in the proposals were female, strikingly with 0% being the lowest vs 88% the highest share of female WPLs. In the case of advisory roles, only 25% (in scientific, external or ethics boards) were proposed to be taken by female professionals, with shares ranging from 0% to 75% of female advisers. The main difference between 2022, and 2024 is the proportion of female representation within the programmes (the comparison can be found in Table 2.) Even though the target of avoiding zero female representation in project advisory roles was not achieved at proposal preparation – only 13% of all proposals had zero female advisers proposed (in comparison with 33% in 2023 and 17% in 2022). The target set on the GEP for 2024 female coordinators was achieved and (30% being the target, 35% achieved). Unfortunately, the further targets set for 2024 in the GEP were not achieved (40% WPLs and 30% Advisors), however the initial targets for 2023 were met (35% WPLs and 25% advisors).

Another metric analysed in the 2024 report, was the composition of the people involved in the project. From which the proposals had 34% female workforce planned, and considering all researchers 50% - a good balance.

Interestingly, when a woman was the coordinator of the proposal, on average 58% of the WP leaders were also women (vs 27% when coordinators were men), and null-female WPLs were not found (vs 0% of WPLs were

<sup>8</sup> Projects refer to successful proposals which were granted funding and are being implemented

<sup>9</sup> including those projects which have not yet been evaluated and proposals that were not funded.

<sup>10</sup> [Only 15% of the seed funding goes to women-led deep tech start-ups, reveals new study | EIT](#)

<sup>11</sup> 17% of total of coordinators.

<sup>12</sup> 13% of total of coordinators.

<sup>13</sup> 4% of total of coordinators.

<sup>14</sup> A work package is the backbone of an EU project that aims to carry out its concept and fulfil the objectives.

identified for proposals with male coordinators). This also applies on the advisory roles, in which in average 44% of the advisors were women when the coordinator was a woman (in comparison with 25% of the male coordinators), and as well zero representation was not found (vs 0% in advisory roles with male coordinators). Considering the available data overall, regardless the gender of the coordinator, the representation of women was adequate. With women coordinators, the average of total workforce had 42% women and 55% researchers (vs 33% female total workforce and 50% researchers with male coordinators).

## EU-FUNDED PROJECTS

Additionally, AMIRES is involved in the project management and/or dissemination and communication in dozens of EU-funded projects, 33% of which belong to the Horizon 2020 funding programme and 67% to Horizon Europe (HE)<sup>15</sup>. In 2024 only 24% of all projects (19% during 2021-2022, and 23% in 2023) are coordinated by women (25% in ENESUS<sup>16</sup>, 25% in DeepTech and 50% Health<sup>17</sup>, Figure 3). Meanwhile, on average, 30% of the Work Package leaders are female. Interestingly, from these 30%, 38% belong to ENESUS, 31% to Health and to DeepTech projects. An extremely positive result is that 0% WPLs was not found in any of the projects, the lowest recorded female representation among WPLs in running projects was 11%, in a DeepTech-related project. The highest percentage, (67%) was found in Health -related project group. On average, only 23% of advisory roles in the running projects are taken up by women (highest 75% in health-related project; lowest 0%, mainly in DeepTech-related projects). Even though the targets for 2024 (40% of female WPLs, 30% of female coordinators, and advisors) were not achieved, there was improvement from the initial numbers in 2022 (coordinator 19% to 24%. WPLs 27% to 30% and adviser roles 20% to 23%). Although the 0% female representation in adviser positions was not achieved, this was achieved for WPLs.

The new metric analysed in 2024, female representation in the projects, counted with 32% of women in the total workforce in running projects and 27% of women among researchers.

Based on the recent report published by the European Commission<sup>18</sup>, the current share of women project coordinators in Horizon Europe is 31% (being 24% during Horizon 2020), and it involves at least 76 000 women researchers (38%)<sup>19</sup>. In Horizon Europe, advisory and expert groups a majority of members are women (51.4%). The analysis of AMIRES projects and proposals show similar tendency except from the ratio of women in advisory roles.

Once again, in projects coordinated by women, female WPLs and advisors were on average 43% and 33% respectively. On the other hand, in projects managed by male coordinators, female WPLs and advisors made 26% and 21% respectively. And with women coordinators, the average of total workforce had 39% women and 40% researchers (vs 31% female total workforce and 24% researchers with male coordinators).

A way to facilitate working parents' schedules, AMIRES encourages scheduling the meetings in the 9-16h timeframe. During 2024, in a sample week (with heavy load of meetings), 80% of the meetings were scheduled within this timeframe.

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<sup>15</sup> Important to note that gender related aspects are obligatory in HE, such as the need of a Gender Equality Plan for public institutions.

<sup>16</sup> 12% of all the coordinators

<sup>17</sup> 6% of all the coordinators.

<sup>18</sup> [Fostering gender equality - Publications Office of the EU](#). In this report, they consider the whole programme of Horizon Europe. The Horizon Europe projects from AMIRES are mainly belonging to PILAR I (one segment of the Horizon Europe programme, which comprises approx. 25% of the total of funded projects according to the [Horizon Dashboard](#)).

<sup>19</sup> Only 0.1% of the researchers identified as non-binary

Based on these results the efforts to encourage female representation on the projects will continue, avoiding zero representation of women in leading roles. The established targets will remain actual and are to be reached by 2027 are women as coordinators (30%), WPLs (40%) and in advisory roles (30%). The composition of the workforce, including researchers in the proposals submitted, as well as projects under implementation will be monitored.

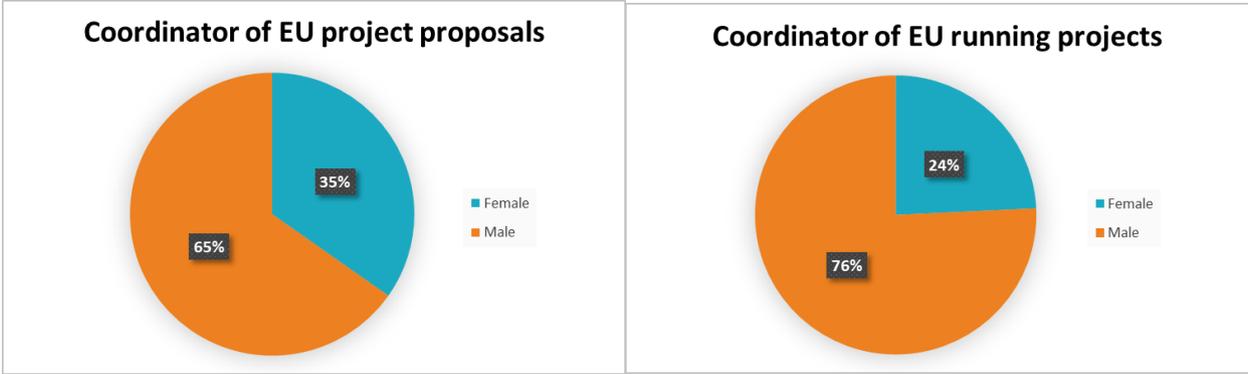


Figure 2. Percentage of female coordinators in EU proposals in 2024 (in which AMIRES supports the coordinators in the proposal preparation) (left) and in on-going projects (AMIRES acting as project manager and/or communication and dissemination manager) (right).

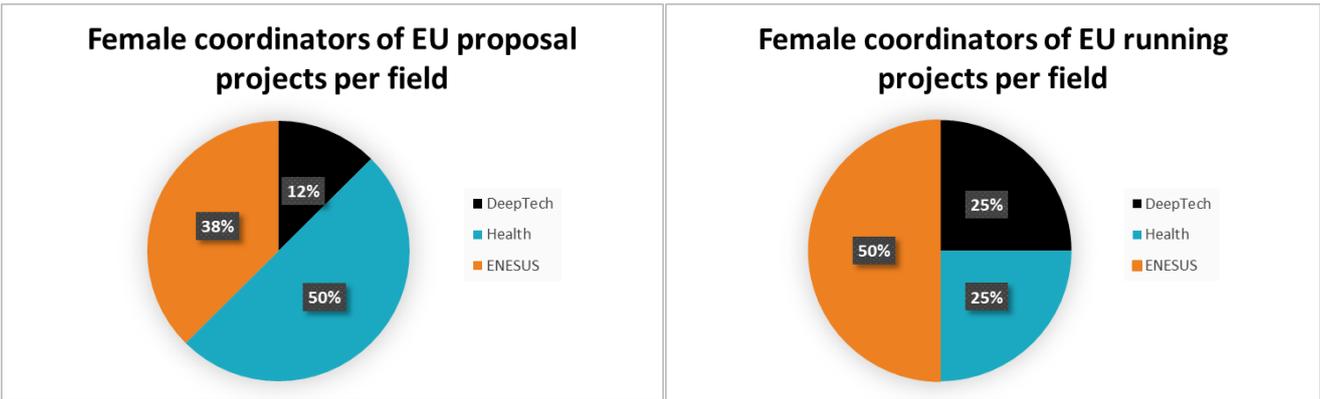


Figure 3. AMIRES Programme (ENESUS, Health, and DeepTech) shares in the total number of proposals (left) and projects (right) with a female coordinator in 2024.

## DISSEMINATION OF FEMALE ROLE MODELS

AMIRES firmly believes that while the world needs science, science also needs women. With that in mind, since 2023, AMIRES has undertaken another action in encouraging the participation of women in STEM areas (irrespective of age), namely through a podcast “[In Her Shoes](#)<sup>20</sup>” hosted by AMIRES colleague Jana Mwangi in which remarkable female scientists uncover the journey and life of women in science. This podcast is driven by the mission to inspire, empower, and challenge existing barriers by showcasing individuals who have broken through societal, professional, and personal limitations. AMIRES aims to provide tangible role models while actively working to dismantle the metaphorical "glass ceiling" that has historically restricted progress.

<sup>20</sup> Also available in other platforms [“In Her Shoes”](#)

# AMIRÉS

Five episodes have been published, two of them in 2023 ([Alina Muraviskaya](#) and [Anna Lena Schall-Giesecke](#)), and three in 2024: with female experts [Ioanna Zergioti](#), [Clara I. Osorio Tamayo](#), and [Nerea Zabala Unzalu](#). Additionally, one podcast is under preparation with Erika Györvary. These episodes have accumulated 402 downloads, reflecting the level of listener engagement with the content.



Figure 4. AMIRES podcast “In her shoes” aims to spotlight remarkable female scientists and innovators, hosted by Jana Mwangi.

Table 1. Overview of "In her shoes" podcast episodes

Episode	Topics
	<p>This episode explores Anna's journey to becoming a scientist, the role of her family in her career, and how she <b>balances multiple responsibilities</b> while being a mother of two. She shares her <b>leadership style</b>, discusses the underrepresentation of women in science, and offers thoughts on closing the gender gap. Anna also reflects on her experience with the POSEIDON nanophotonics project and highlights how AMIRÈS can support successful EU projects. Finally, she gives <b>advice for female scientists on navigating their careers</b>.</p> <p><a href="#">Anna Lena Schall-Giesecke</a> podcast link.</p>
	<p>In this episode, the discussion focuses on <b>mental health</b> and how Anna navigates the <b>hyper-competitive environment of science</b>, dealing with the pressures of the "publish or perish" culture and job insecurity. She opens up about her personal journey, shedding light on misconceptions in the scientific field and how she copes with these challenges.</p> <p><a href="#">Alina Muraviskaya</a> podcast link.</p>
	<p>In this episode, Nerea reflects on her experience as a female scientist and how it has shaped her understanding of gender inequality in the field. She discusses how her journey has influenced her perspective on the challenges <b>women face in science and the steps needed to address and overcome these disparities</b>.</p> <p><a href="#">Nerea Zabala Unzalu</a> podcast link.</p>

Episode	Topics
	<p>In this episode with Clara, she shares how growing up in one of the <b>most violent nations shaped her resilience and perspective</b>. She talks about being drawn to a future-focused profession and highlights the importance of a growth mindset in empowering girls to embrace challenges. Clara also discusses <b>the latest advancements in quantum sensing</b> and explains why companies should consider applying for the Qu-Test &amp; Qu-Pilot open call.</p> <p><a href="#">Clara I. Osorio Tamayo</a> podcast link.</p>
	<p>In this episode with Ioanna, she discusses <b>advances in laser printing technology</b> and the longstanding partnership behind these innovations. She highlights the notable event, <b>Graphene Week</b>, and also touches on the <b>important role diversity and gender dimensions</b> play in scientific research and innovation.</p> <p><a href="#">Ioanna Zergioti</a> podcast link.</p>

Further candidates for participating on the podcast have been identified and will be contacted, targeting to publish at least 5 episodes per year. Moreover, to boost the reach and impact of this podcast, further actions will be initiated. For example, extracting specific elements of these podcast episodes, sharing in different channels, amplifying its reach among key actors identified as a result of action 5 (see section 3.5).

In addition to the podcast, [short interviews](#) were performed in Quantum West in San Francisco, California, which were shared in AMIRÈS social media. Five people were asked their insights on how innovations in Photonics, Quantum, and Optics help address challenges uniquely affecting women. Similar interactions will be sought in upcoming events, mainly where women are underrepresented.

A new complementary action to the podcast will be to create and publish science communication short videos on social media (AMIRÈS and project-related channels). This type of material will be with the objective to explain parts of the projects in popular science communication, where special editions for women in science will be included (e.g. if a project includes research using state-of-the-art genetic modification methods, such as CRISPR

# AMIRÈS

CAS9<sup>21</sup>, – a “special edition” will mention the Nobel prize winners, Emmanuelle Charpentier and Jennifer Doudna, and naturally the women involved in the related project).

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<sup>21</sup> CRISPR-CAS9 is a technology used for gene edition, more information on this website [What is CRISPR/Cas9? - PMC](#)

## 4.2. Action 6: Use of an inclusive language and gender-neutral visuals

The GEB revises the gender, communication and dissemination section of all proposals that are fully supported by AMIRES with regards to the inclusive language and provides suggestion if applicable.

In addition, AMIRES promotes the use of inclusive language and gender-neutral visuals by its partners during the proposal preparation stage as well as during the implementation of projects. This is especially relevant for those projects in which AMIRES has the role of a dissemination and communication manager.

Currently, 70% of project managers at AMIRES consider always using gender neutral images and language in the projects, 15% often, 6% sometimes, 9% rarely and 0% never (vs 23%, 19%, 19%, 27% and 12% respectively during 2021-2022). This is a considerable improvement from the establishment of the GEP in 2022, which can be attributed to the seminars related to the topic. The reasons for the responses are quite variable; sometimes the role of AMIRES does not include the communication/dissemination of the project, in other cases, usually there is the use of real photos of partners, which are mostly men. A common challenge seems to be that some projects are primarily related to technology development, and related images do not show people, thus making it difficult to show the relevance of using gender neutral images and language.

## 4.3. Action 7: Gender Dimension in R&D

The GEB revises, at the least, the gender and communication & dissemination section of all proposals that are fully supported by AMIRES and the gender dimension section (when applies to the call text). Additionally, it monitors the gender aspects in projects currently being implemented.

Out of all proposals submitted with full support of AMIRES during 2024, 43% received positive comments from evaluators on the Evaluation Summary Report (ESR) regarding gender aspects (including gender dimension) (vs 23.5% 2021-2022), and no proposals received negative comments. The remaining proposals have either not yet been evaluated, had no comments on gender, the gender criterion was not an obligatory aspect or the comments on gender was neutral (*"The gender dimension is sufficiently considered"*). With this, the target of 95% of proposals in which AMIRES is fully supporting the preparation not receiving negative comments on the ESR was achieved and will be kept in the next years.

From the running projects at AMIRES, 30% consider gender dimension in the research and development (R&D) activities. On the other hand, the remaining projects which do not consider it, do not do so either because it is not relevant or because requirements for addressing the gender dimension do not apply, as per the call text. It should be noted that in Horizon 2020, the gender dimension of R&D was not an obligatory criterion. The gender dimension consideration will be still analysed.

## 4.4. Summary of the New actions and targets 2025

Based on the results in the last years, we consider that the targets were highly ambitious (40% female Work Package leaders, 30% female coordinators, and 30% female advisory board members), but we suggest to keep them as 2025-2027 targets as well:

**Targets (2022 GEP):** By 2023, AMIRES mainly wants to avoid zero representation of women in leading and advisory roles. To achieve that, AMIRES will try to involve 35% female Work Package leaders, 25% female coordinators in consortia for which AMIRES supports proposal preparation and running projects, as well as 25% of female advisory board members. By the end of 2024, the target is 40% Work Package leaders and 30% coordinators, and 30% of advisory board members.

**New targets (2025 GEP):** to be reached by 2027, the goal to avoid zero representation of women in leading roles will be maintained. This will be supported by the targets regarding representation of women as coordinators (30%), WPLs (40%) and in advisory roles (30%). The composition of researchers in the proposals submitted, as well as projects under implementation will be monitored.

**Target and actions:** Prepare at least 5 episodes/year of the Podcast “In her Shoes”, complementing it with short videos on science communication and women role.

## 5. Conclusions

With all the measures put in place, AMIRES contributes, on a small scale, to the EU gender equality goals and to a better and fairer society. Some targets were challenging and highly ambitious to achieve in such a short time, particularly in the external strategy. Despite they were not achieved, we commit to continue working towards them in 2025-2027. Additional measures will be implemented in specific cases. The AMIRES management together with the Gender Equality Board ensures that attention is paid to gender aspects and will suggest appropriate actions and recommendations where necessary. AMIRES is proud to create a positive and favourable working environment for all its employees regardless of their nationality, gender, age, ethnicity, religious affiliation or disability. This action plan is a living document and will be continuously updated.

5.1. Table 2. Action Plan and status of Gender Equality activities at AMIRES

	Challenge identified	Initial targets	Timeline	Responsible	2022 report	2023 report	2024 report	2025 targets
Internal strategy	Pay gap	Fair salaries and no pay gap	Monitored bi-annually	Management	No gaps	No gaps	No gaps	No gaps
	Underrepresentation of women at STEM events	40% of female speakers and/or moderators at events organised by AMIRES	Monitored bi-annually	GEB	51% female speakers/moderators	41% female speakers/moderators	47% female speakers/moderators	50% of female speakers and/or moderators
	Gender-bias in the language used to talk about AMIRES projects, research and innovation content	Use of inclusive language and gender-neutral visual identity	Continuous monitoring	GEB	-	No bias identified	No bias identified	Keep avoiding Gender-bias in the language
	Keeping Gender on the agenda	Regular GEB meetings and discussions (at least bi-annually)	Monitored bi-annually	Management GEB	-	GEB meets accordingly and is in continuous communication via other channels	GEB meets monthly and communication channels set up. GEB meets with Management bi-annually.	Same activities as in 2024; active participation of GEB in key events on GDI <sup>22</sup>

<sup>22</sup> Gender, diversity and inclusiveness

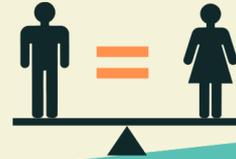
Challenge identified		Initial targets	Timeline	Responsible	2022 report		2023 report		2024 report		2025-2027 targets	
External strategy	Under representation of female leading roles	Avoid null representation of women in leading and adviser roles	Monitored bi-annually	GEB	Null female representation avoided		Null female representation avoided		Null female representation avoided		Keep avoiding null female representation	
		<b>Leading role</b>			<b>RP</b>	<b>Prop.</b>	<b>RP</b>	<b>Prop.</b>	<b>RP</b>	<b>Prop.</b>	<b>RP</b>	<b>Prop.</b>
		Coordinators	Monitored bi-annually	<b>Planned</b>	-	-	25%	25%	30%	30%	<b>30%</b>	<b>30%</b>
				<b>Reported</b>	19%	39%	23%	43%	24%	35%		
		WP leaders		<b>Planned</b>	-	-	35%	35%	40%	40%	<b>40%</b>	<b>40%</b>
				<b>Reported</b>	29%	36%	31%	33%	32%	35%		
	Advisers	<b>Planned</b>	-	-	25%	25%	30%	30%	<b>30%</b>	<b>30%</b>		
		<b>Reported</b>	20%	26%	24%	25%	23%	25%				
	Gender-bias in the language or images used in projects and proposals, research and innovation content	Use of inclusive language and gender-neutral visuals in all texts and materials produced by AMIRES	Continuous monitoring	GEB	23% colleagues <b>always</b> consider it		46% colleagues <b>always</b> consider it		70% colleagues <b>always</b> consider it		100% colleagues <b>always</b> consider it	
					12% colleagues <b>never</b> consider it		8% colleagues <b>never</b> consider it		0% colleagues <b>never</b> consider it		0% colleagues <b>never</b> consider it	
Lack of consideration of the Gender dimension in R&D content	Less than 5% of proposals with negative comments on gender section in the ESR	Monitored bi-annually	Management	No negative comments		No negative comments		No negative comments		<b>No negative comments</b>		
	Project dimension considered accordingly			23% of RP consider gender dimension in R&D activities*		27% of RP consider gender dimension in R&D activities*		30% of RP consider gender dimension in R&D activities*				

\* The rest do not as this is not relevant to the requirements of the grant.

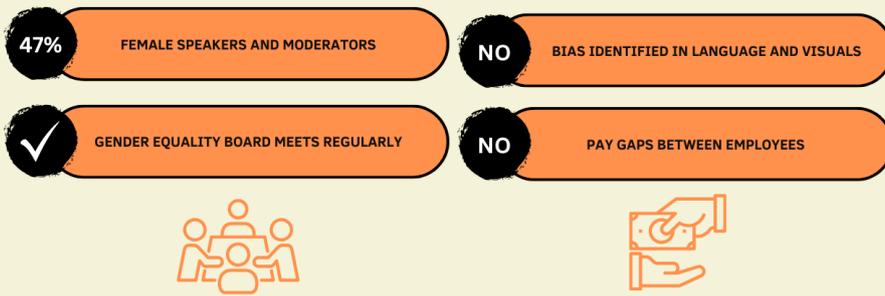
## AMIRÈS

### GENDER EQUALITY PLAN REPORT

2024

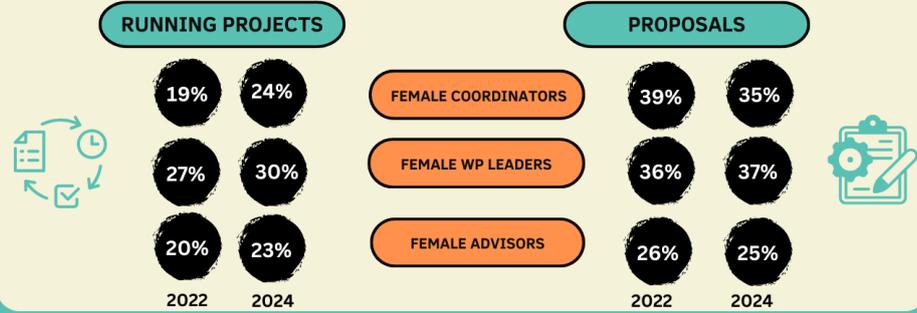


#### INTERNAL STRATEGY

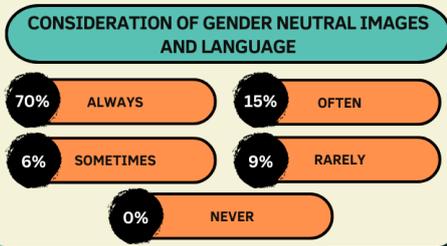


#### EXTERNAL STRATEGY

##### FEMALE REPRESENTATION



##### GENDER BIAS



##### GENDER DIMENSION

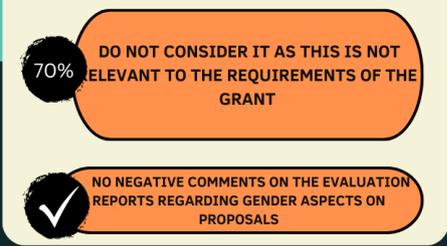


Figure 5. Infographic of 2024 results regarding AMIRES GEP.

\*Gender bias-the consideration of gender-neutral images and language of AMIRES' project managers.

## 6. ANNEX: AMIRES Gender Equality Board

### 6.1. Role and responsibilities

- Propose activities and actions to promote and improve gender equality in research, development and innovation projects.
- Monitor the actions and targets contained in the Gender Equality Plan with the specified timelines (internal and external strategies).
- Meet with AMIRES management to discuss topics related to Gender Equality, revise the action plan and adapt the GEP.
- Report the results to AMIRES employees every six months and publicly every year (after approval of AMIRES management).

### 6.2. Members

- The members should be AMIRES employees
- The members can be added or revoked at any time by AMIRES management
- Current GEB Members (as of December 2024):
  - Jana Mwangi
  - Anastasia Grozdanova
  - Kristin Aldag
  - Marina de Souza Faria
  - Mariana Pacheco Blanco