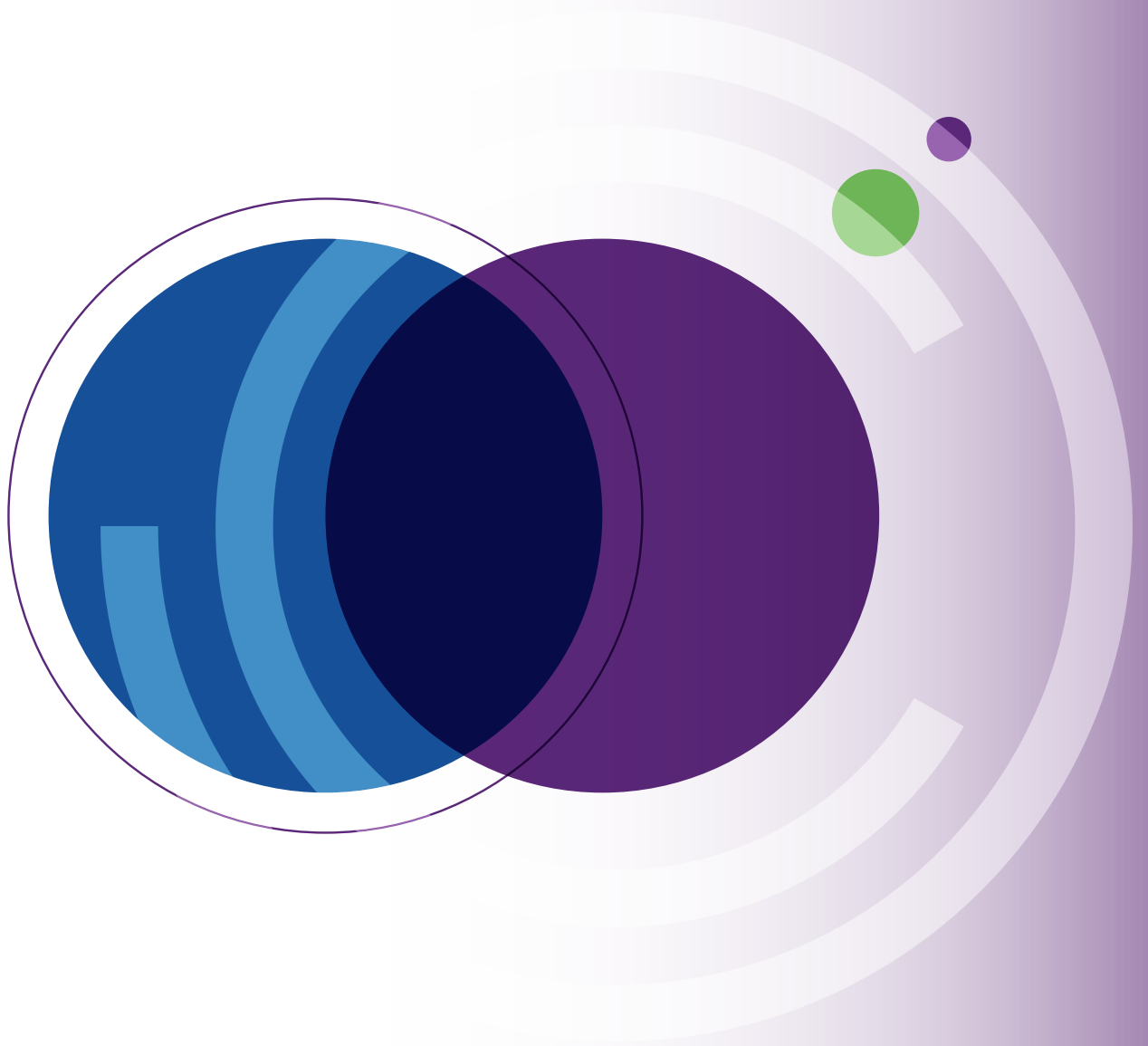


EIT Urban Mobility- Barcelona | August 2022

Gender Mainstreaming

Policy and Action Plan



EIT Urban Mobility

Mobility for more liveable urban spaces

List of abbreviations

CEO	Chief Executive Officer
CLC's	Co-location Centres
CRM	Customer Relationship Management
DTN	Doctoral Training Network
EC	European Commission
EIT	European Institute of Innovation and Technology
EU	European Union
EVT	Employees Voice Team
GAP	Gender Action Plan
HEI	Higher Education Initiative
HQ	Headquarters
HR	Human Resources
KAVA	Key Added Value Activity
KICs	Knowledge and Innovation Communities
KPI	Key Performance Indicator
MT	Management Team
RIS	Regional Innovation Scheme
SB	Supervisory Board
SDGs	Sustainable Development Goals
SQA	Status Quo Analysis
X-KIC	EIT Cross-Knowledge Innovation Community

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1. Executive Summary

Women represent only 22% of the workforce in the transport sector in the European Union (EU). Differences in travel patterns and mobility choices between men and women call for a differentiated approach to mobility planning, services, and offerings. To make our cities more liveable and address the needs of all community groups, not only do we need to untap the potential of women but also make sure that a gender perspective is incorporated into all aspects that affect our mobility. To encourage our network and community to take steps toward achieving this, EIT Urban Mobility is leading the way and has developed a Gender Mainstreaming Policy in line with the EU gender equality strategy 2020-2025, the Horizon Europe guidance on gender equality plans and the EIT Gender Mainstreaming Policy.

The overarching aim of this policy is to achieve gender equality and promote the participation of women within EIT Urban Mobility and its wider community. Our policy is also a first step toward wider diversity and equality which are key principles of EIT Urban Mobility's vision, mission and strategic objectives.

Our Gender Mainstreaming Policy sets up a range of organisational priorities and defines an action plan with targeted, measurable interventions for the next three years to enable change and actively contribute to achieving gender equality. The Gender Action Plan takes as the starting point our current status quo and includes realistic but forward-looking actions aimed at addressing concrete gaps or needs. In 2022, the policy and its action plan focus on a few specific areas within EIT Urban Mobility and will be fine-tuned and expanded over the coming years.

Gender equality in our company DNA

With a female Chief Executive Officer and strong commitment by senior management to improve gender equality, EIT Urban Mobility aims to take a leading role in the promotion of women in leadership and gender equality in the mobility sector.

This starts with our own organisation. Permanent and temporary staff as of 1 August 2022, comprise 58% women and 42% men. Our organisation has successfully managed to attract female talent. Our competence-based recruitment process includes bias awareness training for all recruitment panels which also need to be gender-balanced. EIT Urban Mobility has also introduced several policies regarding work-life balance, care, and family life for all staff. The challenge remains in decision-making positions, namely the Management Team and Supervisory Board where the percentage of women is 30% due to the legacy of a recruitment process, done prior to the introduction of current HR policies. Adequate measures will be taken in future recruitment for vacant positions in the Management Team and Supervisory Board to achieve gender equality of the organisation on all levels.

Key actions:

- **Apply same rules for recruitment of temporary positions and interns as for permanent staff.**
- **Leadership training and mentoring developed and identified for women in the organisation.**
- **Training for managers to help them support the development of their female staff.**

Capacity and awareness raising

Building capacity and raising awareness about the importance of gender equality is a first step towards delivering change. In 2021, EIT Urban Mobility used the opportunity of International Women’s Day on 8 March to highlight the issue of gender equality in the organisation and highlight training opportunities for staff. Last year, the Business Creation team also worked on capacity-building regarding women and entrepreneurship and received mentoring on how to communicate using more inclusive language and images. In 2022, more initiatives are planned, focusing on staff, managers and partners of co-funded initiatives.

Key actions:

- **Training to all staff on gender neutral communications.**
- **Training to all staff on allyship, on the importance of female representation in entrepreneurship and innovation and how this can be achieved.**
- **Trainings and events targeted to partners on gender mainstreaming.**

Our programmes

Integrating the gender perspective into the way we plan, design, implement, monitor and evaluate our programmes is key for progressing on our gender equality agenda. The focus so far is on the three largest thematic areas (Academy, Business Creation and Innovation), but our ambition is to deliver change across all our operations and thematic areas at Headquarter and Hub level.

Some measures have already been implemented in 2021. In Business Creation investment panels are always gender-balanced to mitigate the proven impact of male norms dominating investment decisions . Moreover, single-gender start-up teams cannot receive more than three out of five points on the “team” criterion, compared to gender-diverse teams that can receive the maximum score. This criterion is based on the evidence that more diverse teams achieve greater success. Similarly, aspects of gender and gender balance will be considered when evaluating proposals of innovation projects. Academy offers training – short courses and WebTV – on gender and urban transport and currently supports the project Women in urban mobility which aims to raise awareness of female perspectives and gender equality in the urban mobility sector

Key actions:

- **Systematic analysis of gender-disaggregated data in Business Creation acceleration programmes.**
- **Include gender criteria (with impact on the scoring) in the evaluation of Innovation proposals and monitor this during the projects’ implementation.**
- **Targeted marketing for women to increase the number of women applying for the Master programmes and Doctoral Training Network (DTN). Currently 31% of those enrolled in the Master programmes and 33% in the DTN are women.**

¹European Women in VC: <http://evf.com.pl/en/european-women-vc>

²McKinsey & Company (2018) Delivering through diversity

Way forward

Successful implementation of the policy will be ensured by the endorsement and involvement of EIT Urban Mobility's Supervisory Board (public support and progress assessment), Management Team (endorsement and operationalisation), and staff (adoption and day-to-day implementation).

The policy will also support our partners in achieving gender equality within their organisations, for instance, through capacity-building activities for activity leaders, investment criteria, and eligibility and evaluation rules for open calls.

The policy will be monitored based on quantitative and qualitative indicators. Progress made towards the policy's objectives will be presented and discussed twice a year at Management Team level and once a year at board level.

In coming years, this policy will be gradually expanded within the organisation, and will serve as basis that can be replicated in other thematic areas and Innovation Hubs.

2. Gender Mainstreaming Policy

2.1. Background and rationale

Equality between men and women is at the core of the values of the European Union and enshrined in its legal and political framework . Gender equality is also a matter of human rights, and as such, lies at the heart of the Sustainable Development Agenda for 2030 and is connected to all 17 Sustainable Development Goals (SDGs).

The European Commission is committed to promoting gender equality in innovation and technology. This commitment is part of the European Commission Gender Equality Strategy for 2020-2025 which sets out the Commission's broader commitment to equality across all EU policies.

In Horizon Europe , the Commission reaffirms its commitment to gender equality in innovation, technology and research. The legal base sets gender equality as a crosscutting priority in all activities and makes the integration of the gender dimension into innovation, technology and research content a requirement.

The goal is to improve the European research and innovation system, create gender-equal working environments where all people can thrive, and better integrate the gender dimension in projects to improve the quality of innovation, technology and research, as well as the relevance to society of the knowledge, technologies and innovations produced.

The EIT and its Knowledge and Innovation Communities (KICs), as bodies of the European Union and integral part of Horizon Europe, play a vital role in supporting the EU's gender equality objectives.

In 2020, the EIT Headquarters (HQ) adopted the EIT Gender Mainstreaming Policy . The overarching objectives are a gender-responsive portfolio encompassing education, entrepreneurship and innovation activities, and a gender-balanced representation in staff and decision-making positions. The EIT Gender Mainstreaming Policy and its overarching objectives are applicable to the EIT HQ, the KICs as well as to EIT Alumni.

Drawing from the EU Gender Equality Strategy 2020-2025, which calls for a gender-equal Europe, and the EIT Gender Mainstreaming Policy, this Gender Mainstreaming Policy aims to institutionalise gender mainstreaming at EIT Urban Mobility's organisational level and integrate the gender dimension into our Innovation, Business Creation, and Academy activities.

There are many benefits to promoting gender equality in innovation and technology. It is widely acknowledged that promoting gender equality in organisations brings positive impact with respect to well-being at work, attracting and retaining talents, economic benefits, excellence and quality, effectiveness and efficiency of innovations and technology and as a leverage for organisational change , and compliance with domestic and EU regulations

³European Commission (2020) A Union of Equality: Gender Equality Strategy 2020-2025

⁴European Commission (2020) A Union of Equality: Gender Equality Strategy 2020-2025

⁵European Commission (2021) Gender equality: a strengthened commitment in Horizon Europe

⁶EIT(2020) EIT Gender Mainstreaming Policy

2.1.1. Gender and mobility

Mobility is not gender neutral. Not only is the sector dominated by men, only 22% of the transport workforce in the EU are women, and existing mobility policies and services often do not consider women's needs. Gender differences in travel patterns are mainly accounted for by the division of roles that still exist in the labour market and in the household. While mobility policies have traditionally focused on improving longer-distance commuting trips, shorter and more frequent trips that are necessary for most caretaking tasks such as rearing children, looking after older citizens, and shopping, have often been overlooked. Furthermore, women's mobility choices are different from men and depend on how they experience the city – from their sense of personal security when travelling on public transport to cases of sexual harassment for women cyclists – and women on average are more likely to choose sustainable mobility options such as active mobility and public transport, than men. The development of more inclusive urban mobility policies and better use of public space for the needs of all is only possible if gender perspectives are considered.

2.2. Goals, objectives and approach

In line with the EU gender equality strategy 2020-2025, the requirements of Horizon Europe and the EIT Gender Mainstreaming Policy, the main goal of this Gender Mainstreaming Policy is to achieve gender equality and untap the potential of women by promoting their participation in the KIC and its wider community. To reach this goal, EIT Urban Mobility will work on six strategic areas of intervention which are interdependent objectives that reinforce each other to:

- strengthen the leading role of the KIC in the urban mobility community;
- build capacity and raising awareness in the internal organisation as a first step towards delivering change;
- achieve a gender balanced representation in staff and management, including a human resources policy that supports this goal;
- promote gender equality/women's participation in Academy;
- promote gender equality/women's participation in Business Creation;
- promote gender equality/women's participation in Innovation

To address the first three objectives, EIT Urban Mobility will focus on two main departments within the organisation, Human Resources and Communications. The three other objectives focus on the three thematic areas of EIT Urban Mobility. Overall, the ambition is to deliver change across all our operations and thematic areas at Headquarter and Hub level.

⁷McKinsey & Company (2018) Delivering through diversity⁵

⁸European Commission (2017) Women in Transport- EU Platform for change

⁹CIVITAS (2018) Gender equality and mobility: Mind the gap!

¹⁰CIVITAS (2018) Gender equality and mobility: Mind the gap!

To achieve this goal and its six overarching objectives EIT Urban Mobility will use a gender mainstreaming strategy.

Gender mainstreaming has been embraced internationally and by the EU as a strategy towards realising gender equality and constitutes the backbone for progressing on EIT Urban Mobility's gender equality agenda. A gender mainstreaming approach involves the integration of a gender perspective into the preparation, design, implementation, monitoring and evaluation of policies, regulatory measures and funding programmes, with a view to promoting equality between women and men and fighting discrimination

Gender mainstreaming requires both integrating a gender perspective into the content of the different activities, as well as aiming for gender parity in EIT Urban Mobility as an organisation and community. In doing so, EIT Urban Mobility includes non-binary gender identities and takes an intersectional approach by considering how gender interacts with other identities such as age, race, class, sexual orientation, physical ability, etc. EIT Urban Mobility's aim is to promote wider diversity and equality which are key principles of EIT Urban Mobility's vision, mission and strategic objectives.

To mainstream gender equality in EIT Urban Mobility and its activities several steps are essential. These are:

- obtaining gender-disaggregated data and qualitative information regarding the current representation and participation of women and men;
- conducting a gender analysis to understand the differences between and amongst women and men, in terms of their relative distribution of resources, opportunities, constraints and power. Gender analysis provides the basis for gender mainstreaming;
- putting in place a gender-sensitive monitoring and evaluation system including establishment of indicators to measure the extent to which gender equality objectives are met and changes in gender relations are achieved.

2.3. Organisational arrangements for implementation

To implement the Gender Mainstreaming Policy, EIT Urban Mobility has developed a Gender Action Plan (GAP) that spans a period of three years (2022-2024). This action plan aims to bring institutional change in EIT Urban Mobility's operational and management activities. While gender mainstreaming is the responsibility of every staff member, a dedicated Gender Mainstreaming Coordinator has been appointed to coordinate this process.

Before setting up the Gender Action Plan a status quo analysis (SQA) was conducted, which is an in-depth gender assessment to provide a baseline for EIT Urban Mobility's three-year action plan. In this phase, sex-disaggregated data is collected and analysed where possible; data gaps and further collection needs analyses; procedures, processes and activities are critically assessed with a view to detect gender inequalities and gender bias in EIT Urban Mobility. The aim is to take stock of what works well and what needs improvement. The results of this SQA forms a baseline and guides the planning of the GAP, in which objectives are defined, targets are set, actions and measures to remedy the identified problems are decided, resources and responsibilities are attributed, and timelines are agreed upon.

2.3.1. Gender equality coordination group

A gender equality coordination group has been set up, under the auspices of the gender equality coordinator and sponsorship of the EIT Urban Mobility CEO. In 2021, the group liaised with members of the Management Team from Business Creation, Innovation, Academy, Human Resources and Communications to prepare this policy.

The role of the group is to:

- set up, implement, monitor and evaluate the Gender Mainstreaming Policy and the Gender Action Plan;
- provide practical support and tools to the actors involved in the implementation of the Gender Action Plan;
- cooperate with and engage stakeholders at all levels in order to ensure the implementation of the activities of the action plan;
- raise awareness about the benefits of gender equality across all our operations and thematic areas;
- assess the progress towards gender equality.

2.3.2. Gender equality coordination group

In the Gender Action Plan, objectives are defined, targets are set, actions and measures to remedy the identified problems are decided, resources and responsibilities are attributed, and timelines are agreed upon. It is based upon the findings of the SQA.

The gender equality coordination group is responsible for setting up, planning and monitoring the action plan.

2.3.3. Monitoring and evaluation

The policy and its action plan address different actions at strategic and operational levels both within EIT Urban Mobility and within the portfolios we work with. Monitoring and evaluation instruments are embedded, to allow assessment of the progress that is made towards targets, based on quantitative and/or qualitative indicators. Top leadership, as well as the internal working group will be structurally involved in the monitoring and evaluation process. The progress of the policy will be discussed twice a year at Management Team level and once a year at board level, based on annual report prepared by the working group, and follow-up after Activities' midterm reviews.

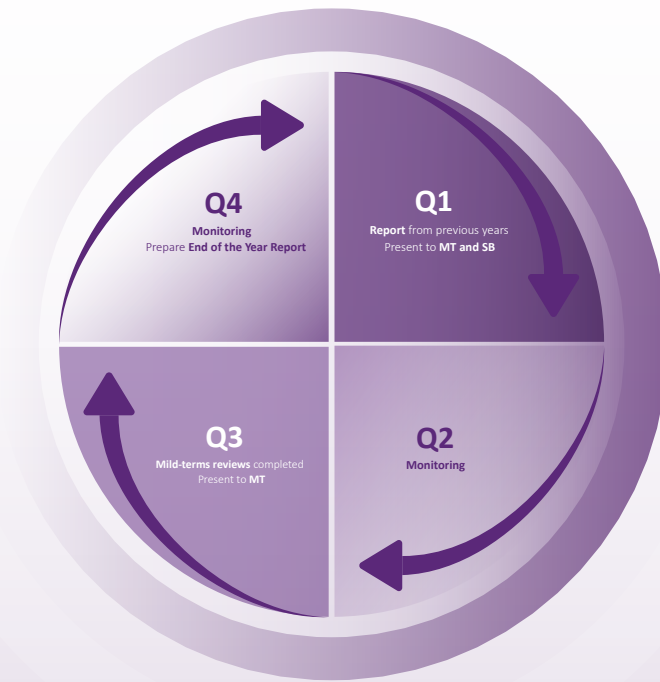


Figure 1. Annual cycle for Gender Equality Coordination Group.

2.3.4. Responsibilities

Successful realisation of the Gender Mainstreaming Policy requires consistent and active participation by all EIT Urban Mobility staff at all levels.

The main responsible agents are the gender equality coordination group, but all staff are responsible for the realisation of achieving a more gender equal organisation and activities. Below is an overview of the roles of internal stakeholders:

1. The role of EIT Urban Mobility Supervisory Board

- publicly support the principle of gender equality in/for EIT Urban Mobility – including in governance structures
- Review annual report on gender equality progress, and when relevant, request updates regarding the implementation of the policy and action plan and progress towards gender equality.

2. The role of EIT Urban Mobility Management Team is to:

- publicly support the principle of gender equality in/for EIT Urban Mobility;
- publicly endorse the Gender Mainstreaming Policy and the Gender Action Plan and the structure responsible for its implementation;
- make available sufficient financial and human resources to implement the Policy and Gender Action Plan;
- approve relevant documentation, procedures and activities supporting structural change towards gender equality in the KIC;
- request updates regarding the implementation of the policy and action plan and progress towards gender equality;
- ensure the practical implementation of the measures, procedures and activities listed in the policy and action plan.

3. The role of EIT Urban Mobility managers (those not part of Management Team) is to:

- publicly support the Gender Mainstreaming Policy and Gender Action Plan;
- ensure the practical implementation of the measures, procedures and activities listed in the policy and action plan;
- provide information and data to monitor the implementation of the action plan and progress towards gender equality.

4. The role of non-managerial EIT Urban Mobility staff is to:

- support the Gender Mainstreaming Policy and Gender Action Plan and integrate aspects into their own work;
- provide input to practical implementation and follow-up of the action plan.

3. Gender Equality Action Plan

3.1. Status quo analysis

The status quo analysis looks at the current situation regarding gender equality at EIT Urban Mobility. It takes a quantitative and qualitative assessment and helps to identify areas for improvement regarding gender equality for EIT Urban Mobility as a whole and the largest thematic portfolios, Business Creation, Innovation and Academy. This status quo analysis is the baseline for the action plan.

3.1.1. Lead role of the KIC & overall state of gender equality at EIT Urban Mobility

EIT Urban Mobility is taking a lead role in the promotion of women in leadership and gender equality in the mobility sector. With a female CEO and strong commitment by senior management to improve gender equality in the organisation and in the portfolios of programmes EIT Urban Mobility manages, the organisation aims to make a significant contribution to improving the gender equality of the EIT community and within the mobility sector.

EIT Urban Mobility is a new organisation, having fully started its operations in January 2020. It is a priority to support gender equality. Below is a summary of the status of the organisation with regards to its role in the promotion of women and gender equality within the EIT and the European mobility ecosystem.

One of the biggest challenges EIT Urban Mobility faces is the low percentage of women in leadership positions. Even though there is now a clear focus on gender equality in recruitment, gender parity was not prioritised in the start-up phase, which resulted in gender imbalance in the Management Team and Supervisory Board. The overall high representation of females in the organisation suggests the existence of a pool of highly qualified women in the mobility sector in Europe that needs to be tapped for leadership positions.

Some highlights of best practices within EIT Urban Mobility include:

- Business Creation activities where single-gender start-up teams can receive maximum three out of five points in evaluation, investment panels are always balanced and specific training activities for the team have been undertaken to support more women in entrepreneurship;
- recruitment processes implemented based on international best practice including bias training for all recruitment panel levels, and competence-based recruitment and requirement for gender-balanced panels introduced;
- Academy training activities for women and mobility (short courses and WebTV) as well as a new networking and capacity building initiatives for women in mobility;
- in Innovation, a traditionally male-dominated field, the team composition is 60% female – 40% male. While the team director is male, the two Innovation team line managers are women.

Endorsement by top management, active implementation and follow up

This Gender Mainstreaming Policy has been publicly endorsed by the Management Team. A gender equality coordination group has been assigned (three people: two women and one man), under the coordination of the Gender Equality Coordinator. The coordination group is responsible for the follow up and updating of the policy yearly. They will present progress to the Management Team twice a year – in Quarter 1 from previous year and following midterm review of funded activities.

Progress will be reported and policy agreed by the EIT Urban Mobility Supervisory Board once a year. Additionally, the policy satisfies the requirements set out by the European Commission for gender equality policies .

Gender stereotypes and implicit bias training/workshop for leadership and/or staff

In 2021, the Business Creation team organised and took part in training related to gender equality in entrepreneurship. This will continue in 2022, with a focus on how to move from knowledge to action to increase the number of gender-balanced start-ups in the programmes run by Business Creation.

The training will also be rolled out in other thematic areas, and specific trainings – both for staff and those working on external projects – will be rolled out in the coming years (see Gender Action Plan).

Gender-related funded projects and initiatives

During 2021, the project Women in urban mobility (KAVA 21072) was implemented. Within this project, events of various types were held. A tailored programme is planned for 2022 to cover gender equality in mobility in Innovation, Business Creation, and Academy thematic areas. In 2022, EIT Urban Mobility will fund a project on women empowerment for inclusive mobility (KAVA 22148). The aim is to develop, test and implement a new methodology and a digital solution to empower women to report challenges when using public transport or active travel modes.

The EIT Urban Mobility Academy produced a video that has been viewed more than 179 000 times, as of 24 January 2022, as part of their WebTV channel. Focusing on “How to make our cities more liveable for women?”, the video features experts Claire Pelgrims and Laura Chaumont to highlight the specific challenges of women’s mobility journeys and improve the mobility of women in cities.

¹¹ https://ec.europa.eu/info/research-and-innovation/strategy/strategy-2020-2024/democracy-and-rights/gender-equality-research-and-innovation_en

Also in 2022, the Business Creation team is participating in the Cross-KIC Programme with EIT Food and EIT Manufacturing, on Women Entrepreneurship and Leadership. The aim of this programme is to enhance the presence of women in key roles of the entrepreneurial ecosystem through four main activities:

- Start-up Stairway: to help female professionals with STEAM (Science, Technology, Engineering and Math) studies get a paid internship or job in a technology start-up;
- Rocket-Up: to help female-led start-ups internationalise and scale up through training, coaching and mentoring;
- Women2Invest: an access programme to help female professionals with STEAM studies get a paid internship or job in an investment firm;
- in partnership with European Innovation Council (EIC), a leadership skills programme for women either in research roles or in management positions in start-ups.

Gender-balanced speaker lists (both internally and externally)

At the 2020 EIT Urban Mobility Summit, the organisation's annual flagship event, 36% of the speakers were female and 64% were male. This is better than other comparable mobility and transport events but is not considered acceptable. Data on gender is currently not collected for all events nor stored. This will be done from 2022 onwards.

Women speakers are solicited as a priority, and the communications and events guidelines (to be launched in 2022) will include advice on this, including using recommended databases such as the Brussels binder.

A database of speakers is being drawn up, and gender data will be recorded.

Gender-sensitive language for marketing, communication and recruiting

EIT Urban Mobility aims to use more inclusive language and images. The Business Creation team ensure that every second start-up that is profiled and published in their communications is represented by a female co-founder.

Further training on gender-neutral language for staff as well as to external partners who run our programmes is planned. Regarding language and communication, EIT Urban Mobility promotes the move towards a non-binary gender identity, using inclusive language and visuals

3.1.2. Capacity and awareness raising

Awareness is the first step towards delivering change. In 2021, EIT Urban Mobility used the opportunity of International Women's Day on 8 March to highlight the issue of gender equality in the organisation and highlight related training opportunities for staff on LinkedIn Learning – a resource which all EIT Urban Mobility permanent staff have access to. The topics of these recommended trainings were paths for women in leadership, how to be a male ally, and biases in the workplace. The number of trainings attended has not been recorded.

The entire Business Creation team have worked throughout 2021 on capacity building on the topic of women and entrepreneurship with workshops (see below 3.1.5 Business Creation).

In autumn 2021, a Gender Equality Coordinator as well as a gender equality coordination group were appointed. Time is allocated for them in this role. Management Team members represent their areas in regular meetings with the working group.

Several capacity-building initiatives are planned – focusing on internal staff, managers, and partners of co-funded initiatives of EIT Urban Mobility.

2.3.2. Gender equality coordination group

Staff, by position in the hierarchy, disaggregated by gender

Permanent and temporary staff, as of 1 August 2022 comprises 58 (58%) women and 42 men (42%). Among the Management Team and the heads of departments eight (42,1 %) are female and eleven are male (57,8 %).

Apart from the gender disparity at management level, certain gender stereotypes are seen through the organisation – the communications team is almost all-female (one male staff member, with a female Director) as is the HR team. The Academy team is more balanced, but all management positions are held by men – Director, Head of Competence Hub, and Head of Education Programme Manager). The Innovation Hub Directors are almost all men (four of a total of five). The EIT Urban Mobility Supervisory Board comprises 80% men (eight men and two women). The Innovation team breaks the traditional stereotype, with 64% women (nine of 14 staff).



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Figure 2. EIT Urban Mobility Supervisory Board – Dec 2021: <https://www.eiturbanmobility.eu/the-team/supervisory-board/>

The priority is to re-dress the balance of staff at all levels – with specific actions taken to address the lack of women in leadership positions – through recruitment and career development paths. The balance of staff overall shows that there are many women with relevant expertise. Unfortunately, this is not reflected in gender parity in the Management Team of EIT Urban Mobility. Allowing this imbalance in the early stage of an organisation can lead to an entrenched problem and create a male-dominated culture within the organisation that could be difficult to address later. Decisions such as the choice of location for the Headquarters can also have an impact on the ability to address gender balance in leadership positions as social and cultural norms about management differ throughout Europe.

HR policy on work life balance, on care and family life and on recruitment and promotion

EIT Urban Mobility has introduced a number of measures:

- flexible working hours, home working (up to two days a week and more upon previous approval from line manager), employees' benefit guide and maternity/paternity leave – policies available for Headquarters (Spain);
- bullying and anti-harassment policies – all countries;
- minimum one month paternity leave – all countries.

Additionally, an Employees Voice Team (EVT) has been set up (in November 2021) which is a focal point for staff to potentially raise and address any concerns, including gender issues, to HR and senior management.

Overtime and flexible working time regulations are different in each country which results in an imbalance with respect to the application of HR policies across the organisation. In 2021 these have been defined in the Headquarters/Innovation Hub South (Spain) and in 2022 they will be adapted for the remaining Innovation Hubs.

Recruitment policies are based on best practice from international organisations to support objectivity in recruitment and diversity in the work force. Unconscious bias training is proposed to all those who are involved in the recruitment process and, where possible, panels include both men and women throughout the recruitment. While these measures are currently only a requirement for permanent staff, it will be extended to the recruitment of interns as well. A competence-based recruitment process is used, and a transparent process employed. However, these policies have only recently been introduced, after the majority of current staff had been hired. Earlier recruitment processes resulted in a degree of gender imbalance in the organisation, which means it requires a more concerted effort to achieve gender balance objectives. Although this policy focuses on gender equality, it has also been keenly noted that there is a general lack of diversity in EIT Urban Mobility. Future recruitment will focus on diversifying the staff overall, including a focus on recruitment of more people of colour.

3.1.4. Academy

Academy runs three programmes: the Doctoral Training Network (DTN), the Master Programmes and the Competence Hub. Currently 33% of PhD candidates in the DTN are women, 31% of those enrolled in the Master programmes are women, and data is not yet available for the Competence Hub which focuses on professional education. There are no start-ups working with Academy yet, and no data on the gender of those designing the programmes in Academy such as lecturers, project managers, consultants, etc.

Academy is involved in two Cross-KIC activities on gender equality Girls go circular and Skill4Future, as well as funding a Women in urban mobility KAVA in 2021 and 2022. This initiative is setting up a cross-European network of professionals and supporting female entrepreneurship and innovation in urban mobility. As part of the Academy portfolio there is a short video on women in urban mobility (Web TV), and a short course on gender and transport being developed.

The staff in the Academy Team has an acceptable gender balance ratio (63% women, 37% men) but all the management positions (three) are held by men.

Since the Academy deals with education programmes run largely by external partners – mainly universities – it is not straightforward to increase the participation of women in the programmes. Training can be included and criteria in evaluation of externally run programmes can be introduced.

It is also complicated to collect gender-segregated data on participants in programmes as well as trainers and educators, since the data collection is managed by those running the programmes, and steps need to first be taken on systematic data collection before targets and targeted measures can be set. The ambition is to collect and report on gender-segregated data in all programmes including in the Higher Education Initiative (HEI) and Regional Innovation Scheme (RIS) Academy moving forward.

One element of increasing female participation in the programmes is adopting a more inclusive definition of the scope of EIT Urban Mobility. This is perhaps more relevant for Academy which is more dependent on external organisations than other thematic areas. A wider definition of mobility and innovation, embracing a more cross-disciplinary approach to support gender diversity but also diversity of perspectives to better solve challenges and identify innovations and opportunities. Currently, there is a strong focus on technical innovation rather than other forms of innovation, and the university partners of EIT Urban Mobility are predominantly technical universities often with a male-dominated and engineer-focused view of mobility innovation. To change this requires more flexibility in the design of programmes in line with a wider definition and cross-disciplinary understanding of innovation in mobility.

3.1.5. Business Creation

In 2020 11,5% of the start-up portfolio supported by Business Creation had a female co-founder, and in 2021, the figure was 14,5%. The equity portfolio in 2021 is 66% balanced teams, meaning that 33% have all-male or all-female teams. The ultimate aim of Business Creation is to have 100% balanced founder teams, meaning that male-only or female-only start-up founder teams will not be chosen in the EIT Urban Mobility portfolio.

Measures that have already been implemented on the path to this are:

- inclusion of the requirement for partner consortia to achieve equal number of female and male-founded start-up applications;
- ensure 50% of the Business Creation marketing and communication addresses female entrepreneurs (every second publication is about a female co-founder);
- premium in evaluation criteria for gender-balanced start-up teams that have at least one woman- all male or all-female teams can only receive maximum three out of five points;
- ensure investment decisions in all due diligence and investment committee assessments are made to achieve and maintain a gender-balanced (CXO and co-founder) investment portfolio.

Based on the evidence that a more gender-balanced team tends to be more successful, the Business Creation team actively scouts for female-led start-ups, and encourages all-male teams to bring female co-founders on board. The Business Creation Director actively communicates in social media channels about the importance of gender-balanced teams as well as actions to increase this.

Workshops have been held to train the Business Creation team in how to consider and work to increase more female entrepreneurs through their work and communication. A focus moving forward is on re-shaping communication to become more attractive to female entrepreneurs such as different messaging compared to male entrepreneurs, since there is a difference both in what female founders want to talk about and how they communicate compared to male founders.

The start-up scene in mobility is predominantly male. But as discussed above regarding Academy, redefining innovation in urban mobility and its scope could help. A wider definition and cross-disciplinary view of innovation in urban mobility and what is considered in scope can support a larger inflow of female founders – this is also linked to the issues of communication.

3.1.6. Innovation

In the Innovation thematic area, 30% of participants in projects are women (2020-2022 inclusive), while 26% of activity leaders are women. The distribution depends to a great extent on the topic of different calls for proposals – for example, the Covid call which focused on health and urban spaces attracted 50% female activity leaders. The requirements of Innovation projects to create start-ups and new products has resulted in less focus on areas that aren't able to easily produce marketable innovations nor contribute to EIT Urban Mobility's financial sustainability. This means areas such as public realm and active mobility are not prioritised, and these are areas where more women are active.

Applications to the Innovation programme must currently include a section on gender, and gender balance in the evaluation panels is aimed for. However, there are no requirements on gender balance in consortia at present. The Innovation programme ensures gender balance in the evaluation panels of proposals received.

The Innovation team make a point to actively promote female leaders in events – giving extra effort to find female speakers and moderators in events and when suggesting speakers.

The Innovation team is the most balanced team in terms of gender equality at EIT Urban Mobility and also an example of LGBT inclusivity. The recruitment of the Innovation team focused on being gender-balanced, and the team currently has 9 females out of 17 staff in total (52,9% female). Throughout 2020-2021, the team had several maternity and paternity leave periods, including hiring staff who were soon to start maternity leave which has neither affected career development nor promotion opportunities. Recently, two female staff members have been promoted to line managers. In future recruitments, the Innovation team wants to promote wider inclusiveness such as hiring people from a variety of cultural backgrounds and professionals from different socioeconomic status groups.

3.2. List of actions per Area

Thematic Area Responsible	Category	Specific objective	Action	Timescale		
				2022	2023	2024
Academy	Masters Programmes	Promote gender equality/ women's participation in education	Targeted marketing for women to enrol in women's participation in education	X	X	X
Academy	Doctoral Training Network	Promote gender equality/ women's participation in education	Targeted marketing for women to enrol in Doctoral Training Network (DTN)	X	X	X
Academy	Doctoral Training Network	Promote gender equality/ women's participation in education	Co-create capacity-building plan on gender equality for those involved in DTN / Masters programmes / EIT contacts	X		
Academy	Doctoral Training Network	Promote gender equality/ women's participation in education	Gender balance in admissions committee for DTN (and possibly Masters School)		X	X
Academy	Competence Hub	Promote gender equality/ women's participation in education	Define monitoring action for gender-disaggregated data collection on trainers and participants	X	X	
Academy	Evaluation	Promote gender equality/ women's participation in education	Develop and offer training: fundamentals of gender equality in mobility. Also targeted to EIT Urban Mobility staffs	X	X	X
Communication	Events	Cross-cutting	Guidelines for events including requirements for gender equality in panels. Rules on what happens due to cancellations which lead to single-gender panels		X	

Communication	Events	Cross-cutting	Zero tolerance policy on “manels” (male only panels)			X
Communication	Events	Cross-cutting	Targeted search to create expert speakers list with good gender balance	X		
Communication	Database	Cross-cutting	Add male / female filter in Customer Relationship Management(CRM) system (implemented by IT)	X		
Communication	Awareness raising	Cross-cutting	Run special awareness campaigns about women in mobility in EIT Urban Mobility social media channels)	X	X	X
HR	Capacity building	Gender-balanced representation in staff and management, including HR policy that supports the goal	Training on gender neutral communication (both audiovisual and text		X	
HR	Capacity building	Gender-balanced representation in staff and management, including HR policy that supports the goal	Training on allyship as well as importance of female representation in entrepreneurship and innovation and how this can be achieved	X		X
HR	Recruitment	Gender-balanced representation in staff and management, including HR policy that supports the goal	Apply same rules albeit a lighter version, for recruitment of temporary staff and interns as for permanent staff	X	X	X
HR	Recruitment	Gender-balanced representation in staff and management, including HR policy that supports the goal	Make training on unconscious bias mandatory or all involved in recruitment	X	X	X
HR	Recruitment	Gender-balanced representation in staff and management, including HR policy that supports the goal	Use gender neutral language in recruitment ads	X	X	X

HR	Training	Gender-balanced representation in staff and management, including HR policy that supports the goal	Leadership training developed / identified and offered for women in organisation	X	X	X
HR	Training	Gender-balanced representation in staff and management, including HR policy that supports the goal	Allocate time from HR to identify best practices and implement in EIT Urban Mobility	X	X	X
HR	Career Development	Gender-balanced representation in staff and management, including HR policy that supports the goal	Training for managers to help them support the development of female staff to increase the number of women in managerial positions		X	X
HR	Other	Gender-balanced representation in staff and management, including HR policy that supports the goal	Communication/awareness on zero tolerance on misogynist, racist comments during meetings and eventst			
HR	Other	Gender-balanced representation in staff and management, including HR policy that supports the goal	Aim for better gender balance in the management team and Supervisory Board			X
HR	Recruitment	Gender-balanced representation in staff and management, including HR policy that supports the goal	Create a wider diversity policy and not just limited to gender	X	X	
HR	Recruitment	Gender-balanced representation in staff and management, including HR policy that supports the goal	Explore opportunities to support "stagiaires" for socially disadvantaged and active reintegration of women (Barcelona City Council initiative)			X
Innovation	Activities we fund	Promote gender equality / women's participation in innovation	Training for Activity Leaders on gender and mobility	X		
Innovation	Activities we fund	Promote gender equality / women's participation in innovation	Include questions about gender equality at midterm review	X	X	X

Innovation	Activities we fund	Promote gender equality / women's participation in entrepreneurship	Include gender criteria in the evaluation (actual scoring): 2022- Ask in their reviews. 2023- Make it a question in the evaluation and also during implementation we launch a prize	X	X	X
Business Creation	Training	Promote gender equality / women's participation in entrepreneurship	Capacity building for consortia- training for consortia to reach out to more gender- balanced companies		X	X
Business Creation	Training	Promote gender equality / women's participation in entrepreneurship	Training for BC team is embedded in all processes- how to communicate and support female co-founders and mixed teams	X	X	X
Business Creation	Calls	Promote gender equality / women's participation in entrepreneurship	Gender-balanced teams will get better scoring as part of their evaluations	X	X	X
Business Creation	Calls	Promote gender equality / women's participation in entrepreneurship	Evaluation with the accelerators- providing data on number of applications- quantitative / qualitative feedback	X	X	X
Business Creation	Awareness raising	Organisation of workshops on gender and entrepreneurship	Organisation of workshops on gender and entrepreneurship	X	X	X
ALL	Activities we fund	Cross-cutting	Collect data on gender in our reporting systems (Plaza and KPI templates)	X		
ALL	Calls	Cross-cutting	Improve current guidance on how to address gender and diversity issues in a project proposal to EIT Urban Mobility	X		
ALL	Calls	Cross-cutting	Training for evaluators and applicants	X	X	X

ALL	Calls	Cross-cutting	Gender bias test for evaluators		X	X
ALL	Calls	Cross-cutting	Review database of experts for gender diversity and balance	X	X	X
ALL	Calls	Cross-cutting	Gender-balanced evaluation panels.	X	X	X
ALL	Events	Cross-cutting	Events on gender mainstreaming in innovation, research, business creation, for RIS, for partners, etc	X		



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