

Best Practices for a fair Recruitment Process

Luxembourg Gender Working Group

Disclaimer

Please be aware that the following document provides useful best practices, information, and inspirations for action points surrounding a fair recruitment process but does not prescribe the implementation of all activities in all partner institutions. We acknowledge the inherent differences among all research performing and funding institutions in Luxembourg, and therefore, we recognize that the discussed action points do not universally apply. Accordingly, a thorough consideration of each institution's legal framework and Gender Equality Plan is paramount, as these documents offer significant guidance.

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1. About these guidelines

This document was synthesized, compiled, and complemented by members of the Luxembourg Gender Working Group during multiple workshops and feedback sessions. It is based on implemented and/or planned best practices from each institution, as well as internationally approved recommendations from several sources, including the LIBRA Recruitment Handbook¹, the EIGE Gender Equality in Academia and Research - GEAR tool², and other publications³.

This document addresses both gender equality and diversity, while gender equality remains the focus. In an inclusive perspective, we address systematically other forms of discrimination as many lessons learned from gender equality can be transferred to other areas in a diversity perspective.

2. Rationale for an inclusive and fair recruitment process

A fair and inclusive recruitment process forms the foundation for providing equal opportunities to all applicants, regardless of their gender, race, ethnicity, sexual orientation, religion, disability, age, or other factors that should not influence their professional choices or career prospects. Such a process is essential for fostering an environment where individuals can pursue research and establish scientific or non-scientific careers based on merit and qualifications alone. It has been shown over the years that unconscious biases with respect to culture, nationality, gender etc. are present frequently during recruitment processes. Facing such a situation can narrow down more and more the profiles in an institute which can lead to a situation where it becomes challenging to change the status and increase the diversity. The reputation of an institute with this respect must not be underestimated.

An inclusive and transparent recruitment process ensures that all candidates have an equal chance to showcase their skills, knowledge, and experience, leading to the selection of the most qualified individuals for positions. By raising awareness to biases and aiming to remove potential barriers and discriminations from the recruitment process, institutes can tap into a wider talent pool and benefit from diverse perspectives, ideas, and approaches.

By consistently implementing best practices for a fair recruitment process, research performing and funding institutions can effectively attract and retain a diverse pool of talented individuals. This, in turn, creates a work environment that prioritizes fairness, equality, and inclusivity, enabling employees to thrive and reach their full potential without experiencing discrimination or conscious bias.

Creating a gender-balanced work environment is a specific goal of a fair recruitment process. Gender equality is crucial for fostering innovation, productivity, and overall organizational success. Research shows that inclusive job application messaging can remove perceived barriers to success that prevent women from entering the technology workforce.⁴ Therefore, it is essential to critically evaluate and up-date procedures in place for each step of the recruitment process.

¹ LIBRA Recruitment Handbook on Inclusive, Transparent and Unbiased Recruitment Processes: https://www.eu-libra.eu/sites/default/files/article-files/libra_recruitment_guidelines_second_edition_0.pdf

² Gender Equality in Academia and Research - GEAR tool: <https://eige.europa.eu/gender-mainstreaming/toolkits/gear/gender-equality-recruitment-and-career-progression>

³ Effective Practices for Addressing Gender Disparity in Recruitment, Advancement, and Retention in STEMM: <https://www.ncbi.nlm.nih.gov/books/NBK555390/>

⁴ "More Women in Tech? Evidence from a field experiment addressing social identity", Lucía Del Carpio, Maria Guadalupe (2019)

3. To whom do these guidelines apply?

These guidelines apply to all levels of recruitment, from entry-level positions to senior and executive roles and are recommended for individuals responsible for any step of the recruitment process, whether in administrative or scientific positions, within research performing or research funding institutions in Luxembourg. This includes management personnel, HR employees, members of recruitment committees, Gender Equality Officers, and the Staff Delegation Equality Delegate.

4. Missions of dedicated staff

4.1. Missions of the Staff Delegation Equality Delegate

According to the Labor Code (Article L. 414-15), the general mission of the equality delegate is to defend equal treatment between women and men at work, at every stage of the employment relationship, and including the following rights:

- access to employment, including selection criteria and recruitment conditions, whatever the branch of activity and at all levels of the professional hierarchy;
- access to vocational training;
- access to professional promotion;
- remuneration;
- working conditions;
- and dismissals.

To this end, the equality delegates can also give their opinion and make proposals on any issue relating, directly or indirectly, to one of the above-mentioned areas and give their opinion prior to the creation of any part-time positions in the company.

According to the Labor Code (Article L. 414-3) and in firms employing at least 150 employees, decisions concerning the establishment or modification of general criteria for personal selection in recruitment, promotion, transfer or dismissal and, where applicable, priority criteria for the admission of employees to early retirement; the establishment and implementation of any program or collective action for continuing vocational training; the establishment or modification of general criteria for the assessment of employees must be taken by mutual agreement between the employer and the staff delegation.

4.2. Gender Equality Officer

For research funding and performing institutions, strategic foresight is crucial and thus the introduction of one or more designated equality officers is highly recommended. For instance, the law (Loi du 27 juin, 2018) in article 10, foresees one gender equality delegate for the University of Luxembourg. To ensure effective oversight and promote gender equality in the recruitment process, the Gender Equality Officer are recommended to have the following missions⁵:

- **Attend candidate interviews** for any job position at short notice, enabling their active participation in the selection process. Both the gender equality officer and the Staff delegation Equality Delegate can also be invited by the recruitment committees as participants in the process. In addition to the tasks described above, they can also assume the role of observer and thus ensure that unequal treatment is minimized or avoided.

⁵ The law (Loi du 27 juin, 2018) in article 10, defines the mission of gender equality delegate for the University of Luxembourg.

- **Conduct audits** of the recruitment process as they deem necessary to evaluate adherence to the gender equality principles and identify areas for improvement.
- **Access all relevant data** related to the recruitment processes, enabling them to assess the effectiveness of diversity and inclusion measures and make informed recommendations.

5. The different steps of the recruitment process

A critical aspect of ensuring inclusiveness and fairness is to consistently assess potential sources of unconscious bias. It is essential to continuously evaluate, monitor, and improve existing recruitment procedures for all the steps of the recruitment process (Figure 1). The guidelines outlined below serve as the foundation for enhancing the current state of gender balance in research within Luxembourg, while allowing for further advancements based on experience and time. Herein, best practices are provided for setting up recruitment procedures that aim to avoid commonly perceived issues regarding inequalities in the context of scientific and/or administrative positions.

Furthermore, it is crucial to align these guidelines with each institution's Gender Equality Plan (GEP), which may or may not include further diversity and inclusion action points and adhere to quantitative gender equality goals. Considering a gender objective serves as an additional initiative to promote gender balance and can be reviewed and adjusted annually by each institution. Equally, consider any specific requirements that may vary depending on the context and your organizational policies.



Figure 1. The seven different steps of the recruitment process highlighting the main direction on how to guarantee an inclusive process within research performing or funding institutions.

5.1. Institutional Strategic Anticipation:

Gender Strategic Foresight: Consider the complete overview of new positions and planned and anticipated retirements. Plan proactively in departments where either gender is currently underrepresented (<40%) and align with the institution's Gender Equality Plan.

5.2. Formulation of an inclusive job description

To promote a fair job recruitment process, the following priorities are to be used to guide the formulation of an inclusive job description:

- **Allocate sufficient time** and in advance of publishing the job description, as this is the foremost step in fostering an inclusive approach to attract talent.
- **Collaborate between HR and the prospective department** to develop the job description.
- Craft inclusive job descriptions that focus on the most essential skills, qualifications, and competencies for the role, but **avoid overloading the job description** with excessive requirements and information. Instead **provide links** to the organization's values whenever possible.
- Clearly differentiate between **concrete needs and perceived wants** for the position in the job description. Avoid vague statements regarding candidate excellence, as it may attract individuals with high self-confidence rather than excellent qualifications.
- Use **gender-sensitive and inclusive language** throughout the job description and avoid any wording that may discourage individuals from underrepresented genders from applying. Eliminate any bias-inducing statements related to any specific group. Analyze each job description to ensure it appeals to both men and women.
- Incorporate **diversity and inclusion goals or objectives** set by the institution's gender equality plan (GEP) at the beginning of the job description and where applicable.
- **Include a statement** expressing the organization's dedication to providing equal opportunities for all applicants and welcoming candidates from diverse backgrounds.
- Consider providing information about **specific initiatives, programs, or support mechanisms** aimed at promoting diversity and inclusion within the organization, such as mentoring programs, networking opportunities, or professional development initiatives within or outside of the institution.
- Clearly state work requirements that can accommodate **disabilities**.
- Clearly state **wellbeing actions** (e.g. home office options) in place within the organization. Consider providing a link to wellbeing balance initiatives specific to the institution.

Note: While all candidates will go through the same process and are equally invited to apply irrespective of their backgrounds, in case an institution has both a clear underrepresentation of a specific gender in a scientific area or leadership role and the institutional Gender Equality Plan (GEP) foresees gender objectives to be reached within a given timeframe, job descriptions may explicitly encourage candidates of the underrepresented gender to apply, aiming to improve gender quotas.

5.3. Required candidate information

The following considerations guide the required information to be requested by all candidates, promoting equal opportunities, and minimizing biases:

- **Forbid any photos** to be included in the candidate application documents.
- Include a paragraph highlighting their **three most relevant achievements** in the past five years relevant to the offered job to the letter of intent.
- Utilize a more **narrative-style CV template** that allows space for diverse careers and explaining any potential career breaks. If career breaks are present (e.g. caregiving for the elderly or sick, sickness leave, maternity, or parental leave etc.), candidates have the right to provide additional information about these breaks.
- **Career breaks** cannot be used as selection or elimination criteria but must be considered to calculate seniority or academic age in the case of a scientific job position.
- Request an additional statement on the understanding and approach to gender equality, diversity, and inclusion within the field of expertise and leadership context in case the person being hired will have a **future role in hiring administrative or scientific staff**, or will have responsibilities in human resources and at different career levels.



5.4. Announcement of the job position, diverse sourcing, and outreach

To foster inclusivity and diversity in the announcement of job positions, as well as in the sourcing and outreach efforts, the following practices are strongly recommended to ensure a comprehensive and equitable approach:

- Disseminate job announcements and broaden the reach of job openings by utilizing **diverse channels to attract a wide range of candidates**. This includes leveraging platforms, databanks, networks, associations, and organizations that specifically target underrepresented groups and actively engaging with networks, communities, and professional organizations focused on minorities and gender diversity, and inclusion.
- Actively engage with **diversity-focused recruitment agencies, organizations, and networks** to expand the sourcing and outreach efforts.
- Include **international channels** outside of Europe to expand the dissemination of job information for all positions.
- Implement measures to **track and monitor the effectiveness** of diverse sourcing and outreach strategies, such as analyzing the demographics of applicant pools and evaluating the success rates of candidates from different backgrounds.

Note: If there is an underrepresentation of either gender (<40%) in the current hiring unit relative to the career stage being hired, proactive measures must be taken to identify, approach, and consider suitable candidates from the underrepresented gender (see also section 5. Attracting high profile scientific candidates from underrepresented domains). A paragraph can be added to the job announcement explicitly motivating and encouraging applications from the underrepresented group in positions where there is a clear imbalance and gender objectives set in place in line with an institution's GEP.

5.5. Setting up a recruitment committee

The following best practices concern the setup and composition of a recruitment committee, ensuring equal representation and promoting awareness of gender diversity and unconscious bias:

- Ensure that all recruitment activities involve a **dedicated recruitment committee**.
- Reserve **ample time in advance** to set up the recruitment committee to ensure there is enough time for training before the interviews if necessary.
- Sensitize all members of the recruitment committee to the issue of unconscious bias and offer **training in gender diversity, inclusion, and unconscious bias** from approved sources if applicable. Foster ongoing professional development and training opportunities for committee members to stay updated on emerging best practices in recruitment, diversity, and inclusion.
- Define **clear criteria** for recruitment committee members, such as their expertise, experience, and understanding of the organization's values and goals regarding diversity and inclusion.
- Compose the recruitment committee with members of **each gender in equal proportions** (40-60% of each gender), as currently done at the University of Luxembourg.
- Encourage **diverse perspectives** by including members from different backgrounds, experiences, and job roles within the organization.
- Add an additional **paragraph on understanding and awareness of gender diversity and inclusion** to any existing template dedicated to all members of the recruitment committee. Request that all new official assignments to a recruitment committee sign the correct form after appropriate training.

- If necessary, designate an **independent delegate** to the committee, appointed by the head of the hiring department, with a specific emphasis on monitoring biases. This must be implemented as a default practice when filling management positions. Consider reaching out to the institution's Gender Equality Officer or the Staff Delegation Equality Delegate (see section 4).
- Establish a **clear communication channel within the committee** to ensure regular updates, sharing of insights, and addressing any concerns related to gender equality and fairness.
- Periodically assess the performance and effectiveness of the recruitment committee retrospectively and make adjustments or improvements as needed.

Note: Specifically for scientific job positions, include members with diverse scientific backgrounds and expertise into the recruitment committee to provide a well-rounded evaluation and minimize individual biases.

5.6. Job interview

To guarantee a fair process for the job interview, the following best practices can be followed:

5.6.1. Ranking and preselection of candidates

- Establish **clear and transparent criteria** required for the position based on technical skills, qualifications, and experience, as well as soft skills such as motivation and integration into the team. Use these criteria to evaluate and shortlist candidates. Avoid subjective biases or preferences that are unrelated to the job requirements.
- Review all applications thoroughly, **giving equal consideration** to each candidate. Avoid pre-screening applications solely based on certain criteria, such as educational background or previous work experience, without considering the overall qualifications and potential of the candidate. To facilitate this, consider setting up an adequate checklist to accompany the process with predefined selection criteria.
- Establish a **standardized evaluation process** for assessing candidates' suitability for the position. Develop evaluation criteria or scores that align with the job requirements as given in the job announcement and use them consistently to evaluate each candidate's application.
- Conduct a **comprehensive evaluation** of candidates' qualifications, skills, and experience against the established criteria. Longlist candidates who meet the minimum requirements, and then shortlist the most qualified candidates for the interview stage. Document the reasons for longlisting and shortlisting decisions to maintain transparency and accountability.
- **Communicate the selection process clearly** to all candidates, including the expected timeline and any additional steps involved. Provide **feedback** to candidates who were not shortlisted, focusing on constructive and objective reasons for their exclusion.

Note: Depending on existing gender objectives set in place in line with an institution's GEP or in case there is an underrepresentation of either gender (<40%) in the current hiring unit relative to the career stage being hired, ensure that diversity and inclusion are strongly considered during the candidate selection process. To ensure a diverse pool of candidates, calculate the percentage of underrepresented candidates relative to the amount of initial candidates and invite a proportional number to the interview.

Note: Specifically for scientific job positions, prioritize a thorough review of candidates' scientific publications, research projects, and academic achievements to assess their suitability for the position. Properly consider career breaks when evaluating the outputs and CV of the candidates. Whenever academic age matters, international recommendations and best practices should be applied. For



example, for ERC grants⁶, the eligibility period can be extended for maternity leaves (18 months per child born before or after the date of successful defence of the PhD degree or longer in case longer documented maternity leave is taken) and paternity leave (extension by the documented time of paternity leave).

5.6.2. Structure and preparation

- HR should ensure to have guidelines and checklists to enable the implementation of a **structured interview process**, including the interview preparation and candidate evaluations, tailored to the specific job position (scientific or administrative) and objective criteria mentioned in the job advertisement.
- The recruitment committee **defines the questions to be asked to all candidates** during the interviews.
- In case the person to be hired has a future role in hiring further administrative or scientific staff at various career levels, one of the questions should address their **understanding of gender diversity and their inclusion strategy** in their field of expertise and within the context of their leadership.

Note: Specifically for scientific job positions, allocate sufficient time for each candidate's interview to delve into their research experience, methodologies, and outcomes. This allows for a detailed assessment of their scientific contributions.

Consider including a presentation or seminar component where candidates can showcase their research findings or present a topic related to the job position. This provides an opportunity to evaluate their presentation skills and scientific knowledge.

5.6.3. Meeting the candidates

- Create a comfortable atmosphere during the interviews, considering the **diverse range of personalities**.
- Ensure that the recruitment committee conducts **fair and inclusive interviews**, remaining aware of the potential effects of personal biases and focusing on job-related criteria.
- Ensure equal treatment of candidates in **all formats** (e.g., in-person, virtual).
- Request a **proper documenting of the interview**, maintaining confidentiality of candidate information.
- Provide equal opportunities for all applicants during the interview process and **listen actively** to candidates from diverse backgrounds.
- Highlight **flexible work options** during the interviews, such as part-time work, wellbeing balance formats, and benefits like flexible working hours, parental leave, teleworking, etc., to attract qualified candidates.
- Ensure transparency in the selection process, including **clear communication** with candidates about the timeline, next steps, and feedback.

Note: Specifically for scientific job positions, ensure that the interview process allows candidates to ask questions about the research environment, facilities, and resources available. This promotes transparency and helps candidates assess if the position aligns with their career goals.

⁶ <https://erc.europa.eu/apply-grant/parental-leave>

5.6.4. Final candidate evaluation

- As for the initial selection of candidates for the interview, use the same **fair and consistent evaluation framework** for scoring and comparing candidates' performance during the interviews. Ensure evaluations are based on objective measures of competence and performance.
- Evaluation reports must be devoid of any **discriminatory content** prior to ranking by the HR department.
- Provide **feedback** to candidates who were not retained, focusing on constructive and objective reasons for their exclusion.

5.7. Hiring of a new employee

To ensure a fair and inclusive recruitment process that fosters a supportive work environment, the following best practices are recommended for the hiring of a new employee:

- Provide comprehensive information about Luxembourg, including the research landscape but also general advantages of the country.⁷
- Reiterate and clearly communicate the **available options** for career development, promotion, and flexible work arrangements (e.g., home office, part-time work) to the newly hired employee.
- Provide access to **professional development and training opportunities** to support career growth and skill enhancement.
- Provide HR support for **quality-of-life issues** to all new hires, addressing concerns related to wellbeing balance, well-being, and job satisfaction.
- Assist new employees in finding **appropriate schools** for their children, as well as **offering support in securing suitable housing arrangements**.
- Offer **dual-career support** whenever possible, assisting with job search, providing information about job openings, and facilitating networking opportunities for accompanying partners or spouses.
- Ensure **equal payment** for both men and women working in comparable positions to eliminate gender pay gaps and maintain fairness in salary and other benefits.
- When determining job title and the attached level for a new employee appointment, **ensure comparable backgrounds for comparable positions** (job title and level) for both, men and women, to maintain fairness in treatment to all genders.
- Establish a clear **onboarding process** to help new employees integrate smoothly into the organization and their respective roles.

5.8. Self-evaluation and monitoring

To ensure continuous improvement and accountability, the following practices are recommended for self-evaluation and monitoring of the recruitment process over time:

- Regularly **assess the effectiveness of recruitment practices** by analyzing demographic data, tracking gender representation throughout the recruitment process, retention rates, the success rates of male and female applicants for the same positions, as well as salary rates. Collect, publish, and monitor these gender data to maintain accountability and transparency.
- Conduct recruitment feedback for newly hired employees after their trial period to have a qualitative assessment of the recruitment process.

⁷ https://www.euraxess.lu/sites/default/files/domains/lu/08903_euraxess_brochure_web.pdf

- Make **necessary adjustments** to enhance fairness and diversity of the recruitment practices whenever applicable. Encourage open communication and feedback from recruitment committee members, HR professionals, and other stakeholders involved in the process.
- Establish measurable **gender objectives and policies aligned with the institution's GEP** to track progress and promote gender equality and evaluate their progress to ensure they are effectively integrated into the recruitment process.

6. Attracting high-profile scientific candidates from an underrepresented gender

Attracting scientific talent from the underrepresented gender to specific research domains can pose distinct challenges. To effectively tackle this issue, institutions must take proactive steps to establish themselves as inclusive and diverse organizations, with a strong emphasis on equity, diversity, and inclusion. This entails fostering a research culture and work environment that nurtures inclusivity, offers equal opportunities, and facilitates the success of individuals from underrepresented backgrounds. By prioritizing these initiatives and fostering a welcoming atmosphere, institutions can attract and retain exceptionally skilled scientists from underrepresented domains, thus enhancing the richness and vibrancy of their research community.

Besides the general best practices elucidated above for a fair recruitment process, the following best practices (Figure 2) target especially high-profile scientific candidates from underrepresented backgrounds, such as gender, and can be regrouped into three additional categories, including recommendations on cultural change, recruitment procedures and additional support initiatives.

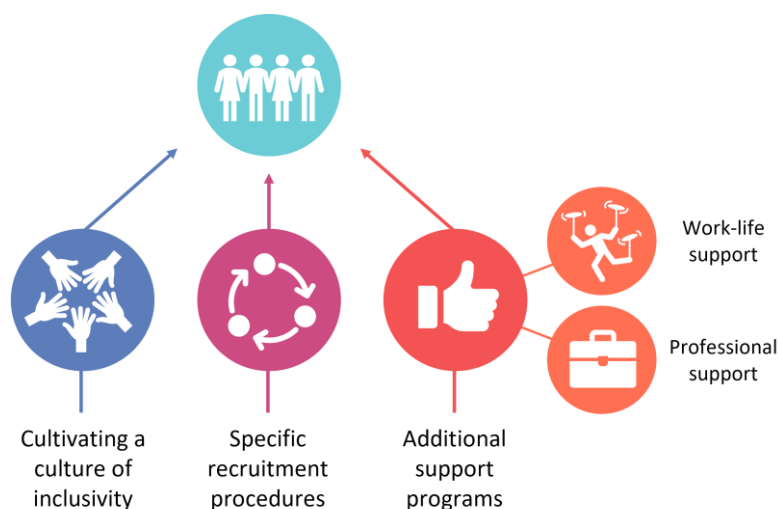


Figure 2. Summary of best practices that target especially high-profile scientific candidates from underrepresented backgrounds, such as gender, including cultural change, recruitment procedures and additional support initiatives.

6.1. Cultivating a culture of inclusivity

- Recognize the **importance of internal atmosphere and reputation** on a national and international level to attract talent from underrepresented domains.
- Foster a work environment within the institution that embraces equality, diversity, and inclusion as **fundamental values**, enabling individuals from underrepresented domains to thrive in their scientific leadership roles. Develop diversity-supportive policies within the

institution's GEP and foster a sense of belonging for individuals from underrepresented domains.

- **Communicate the institution's commitment** to diversity and inclusion, showcasing specific initiatives and resources available to support individuals from underrepresented domains.
- Highlight **success stories** of scientists from underrepresented domains who have excelled at the institution, demonstrating support for their success. Celebrate the achievements and contributions of women in scientific leadership through recognition programs, awards, and public visibility.
- Emphasize the institution's **collaborative research environment** and ongoing projects that align with high-profile candidates' interests.
- Encourage participation of **current faculty and researchers** in outreach efforts, conferences, and collaborations to build networks and attract potential candidates.
- **Develop policies** promoting gender equality, including equal pay, career advancement opportunities, and support for wellbeing balance.
- Implement **training programs and awareness campaigns** to mitigate unconscious bias in recruitment and evaluation processes, ensuring fair treatment of women candidates.
- Foster an inclusive decision-making culture that values diverse perspectives and actively includes women in **strategic discussions and decision-making**.
- Engage with women's networks or networks that target specific audiences, organizations, and professional associations, actively participating in events and initiatives **supporting women in scientific leadership**.

6.2. Specific recruitment procedures

- Advertise job openings in relevant networks, participate in relevant events, engage with professional associations, and **reach out to individuals who match the desired profile**.
- Implement **targeted and personalized recruitment strategies**, including direct and personal contact with a list of pre-selected minority candidates.
- Emphasize the prospect of **long-term retention**, making the position more attractive to candidates.
- **In case suitable candidates from the underrepresented gender for example are not available**, consider hiring individuals who demonstrate an **understanding of gender-related issues** and a commitment to promoting gender balance, diversity, and inclusion. In detail, during the recruitment process the candidate is expected to present a strategy how he or she will improve the unbalanced situation and that presentation must be considered equally to other requirements/criteria for the candidate selection.

6.3. Additional support programs

6.3.1. Wellbeing and family support

- Emphasize the **benefits of Luxembourg** for families, including the housing and school situation, and provide diverse options to accommodate their needs.
- Assist candidates and their families with relocation by **offering support in finding new homes and schools** and ensuring the availability of **childcare facilities** near the workplace.
- Offer family-friendly policies, flexible work arrangements, and resources. Provide **flexible work options in line with legal possibilities** to accommodate the diverse needs of researchers in scientific leadership roles.
- Provide **comprehensive support throughout the recruitment process**, tailoring solutions to meet the individual needs and constraints of each candidate.



6.3.2. Professional support

- Establish **networking programs** where individuals of the same gender or in similar positions can share experiences and provide guidance on navigating life in Luxembourg.
- Establish **tailored initiatives** that support, empower, and further develop women in their scientific leadership journey through mentorship, sponsorship programs, training, resources, and networking opportunities.
- Establish **transparent promotion pathways** with specific criteria and advancement opportunities to encourage the career progression of women.
- Leverage resources such as the **International Dual Career Network**⁸ to address dual career challenges.

7. Further Resources

7.1. Unconscious bias

7.1.1. Definitions

- Different forms of unintended cognitive and system biases (DORA): https://sfdora.org/wp-content/uploads/2020/11/DORA_UnintendedCognitiveSystemBiases.pdf
- The Royal Society – Video explaining unconscious bias in an academic environment and for decision panels: <https://www.youtube.com/watch?v=PYaK1WphTuk>

7.1.2. Training sources

Suitable sources to find training on unconscious bias, diversity and inclusion:

- <https://www.vernamyers.com/>
- <https://www.linkedin.com/learning/paths/diversity-inclusion-and-belonging-for-all>
- <https://www.linkedin.com/learning/topics/diversity-and-inclusion>
- <https://mslearningcontent.microsoft.com/UnderstandingUnconsciousBias/story.html>
- <https://www.process.st/checklist/unconscious-bias-training>
- <https://diversity.ucsf.edu/programs-resources/training/unconscious-bias-training>
- <https://www.microsoft.com/en-us/inclusion-journey/learn>

7.2. Gender-inclusive language

- UN Toolbox for using gender-inclusive language in English: <https://www.un.org/en/gender-inclusive-language/toolbox.shtml>
- CID guidelines for using gender-inclusive language in French: <https://cid-fg.lu/wp-content/uploads/2022/06/s-exprimer-sans-discriminer.pdf>
- Online tools to easily detect linguistic gender coding in job advertisements: <https://gender-decoder.katmatfield.com/> or <https://www.totaljobs.com/insidejob/gender-bias-decoder/>

⁸ <http://www.idcn.info/>