



Gender Equality and Inclusion Policy and Action Plan 2025-2027

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EIT Urban Mobility

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List of Acronyms

CEO	Chief Executive Officer
CLCs	Co-location Centres
CRM	Customer Relationship Management
DTN	Doctoral Training Networkt
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



1. Executive Summary

EIT Urban Mobility’s mission is to accelerate the transition to sustainable urban mobility for liveable urban spaces by fostering innovation and mitigating and adapting to climate change, creating jobs, and improving quality of life in cities. At the heart of this mission is a commitment to equity: unlocking the full potential of Europe’s talent and ensuring that innovation responds to and reflects the diversity of urban populations. Gender equality and inclusion are not just ethical imperatives—they are essential for excellence, innovation uptake, and long-term impact.

Persistent gender imbalances in the mobility sector, research, innovation, and entrepreneurship continue to limit these goals. Women remain underrepresented across the sector—comprising only 22% of the EU transport workforce—and face systemic barriers in education, funding, visibility, and leadership. These disparities reduce the effectiveness and responsiveness of mobility solutions and hinder Europe’s innovation potential. Recognising this, the EU Gender Equality Strategy 2020–2025, Horizon Europe guidelines, and the EIT Gender Equality Action Plan 2025–2027 set clear expectations for action.

In response, EIT Urban Mobility launched its first Gender Mainstreaming Strategy and Action Plan in 2022. In just three years, the organisation has made substantial progress. Internally, women now represent 60% of staff, and gender parity has been achieved at senior decision-making levels, including the Management Team and Supervisory Board. Competence-based recruitment and bias training have been institutionalised. Across programmes, gender criteria were introduced in innovation calls, inclusive entrepreneurship was supported, and visibility of women in innovation and mobility was increased through targeted communications and educational content.

These efforts laid the foundation for the updated Gender Equality and Inclusion Policy 2025–2027. The new policy aligns with evolving EU and EIT frameworks and responds to lessons learned—particularly the need for stronger monitoring, capacity-building, and systematic inclusion of gender and diversity criteria across funding mechanisms.

The policy pursues three overarching objectives: (1) Foster an inclusive, equitable, and empowering internal working environment that ensures equal opportunities for all; (2) Increase women's participation and leadership in the innovation ecosystem while promoting diversity and inclusion across activities and communications, and (3) Embed gender and inclusion as quality principles in the design, implementation, and evaluation of education, innovation, and investment initiatives and funding mechanisms.

Each department—Academy, Innovation, Impact Ventures, Communications, and Human Resources—has developed targeted actions aligned with EIT's Gender Equality Action Plan (2025–2027). These actions support the implementation of the Gender Equality and Inclusion Policy through a set of measurable overall targets, complemented by department-specific targets. The overall targets are:

- Promoting equal gender participation in education, aiming to maintain that the representation of either women or men does not fall below 40% across all labelled and non-labelled programmes yearly.
- Increasing efforts to engage more women in innovation activities, with the goal of reaching 30% participation by 2027.
- Fostering a gender-smart start-up ecosystem, with a target of 35% of supported start-ups being founded by women or led by a woman CEO by 2027.
- Incorporate gender and inclusion dimension in all funding calls documents and as an award criterion, when applicable as of 2026;
- Systematically track gender equality and diversity outcomes through gender-disaggregated data and inclusion indicators;
- Enhance the visibility and leadership representation of women and individuals from diverse and underrepresented backgrounds across the sector through inclusive communication.
- Ensure gender-balanced participation in EIT KICs decision making at all levels (representation of either women or men not falling below 40% as a parity threshold).

The 2025–2027 Action Plan introduces refined tools, improved data systems, and annual training for staff, partners, and evaluators. Special attention is given to persistent challenges, such as low female representation in expert panels and start-up ecosystems, and structural difficulties in integrating gender and diversity into innovation lifecycles. At the same time, opportunities abound—from supportive EU frameworks and growing public awareness to successful role model initiatives like SUPERNOVAS and high-impact outreach programmes like Girls Go Circular.

This updated policy is the result of a co-creative process involving all departments and reflects a deepening institutional commitment. EIT Urban Mobility is not only fulfilling its legal obligations—it aspires to lead by example, showing that inclusive innovation is the foundation of resilient and liveable cities. Gender equality and inclusion are embedded in our culture, our leadership, and the systems we are building for the future of mobility in European cities. While we recognise that broader societal change lies beyond our direct control, we firmly believe that sustainable urban mobility for all can only be achieved when the diverse needs of people are acknowledged, representation is inclusive, and wellbeing is prioritised. We remain united in our commitment to addressing persistent barriers to equity and inclusion across the urban mobility sector, working towards more liveable, inclusive, and sustainable cities for all.



2. Gender Equality and Inclusion 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 framework¹. 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 2020-2025² which sets out the Commission's broader commitment to equality across all EU policies.

In Horizon Europe³, 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 EU Startup and Scaleup Strategy (2025) reinforces the need to harness the full diversity of Europe's talent to advance innovation and sustainability. Despite progress, structural gender gaps remain prevalent—particularly in STEM education pathways, tech entrepreneurship, and access to finance. Inclusive entrepreneurship is a key priority for the EU, to achieve with targeted measures to support women innovators, promote gender-balanced founding teams, and address barriers to venture capital and decision-making roles. The strategy also stresses the

¹ European Commission (2020) A Union of Equality: Gender Equality Strategy 2020-2025

² Ibid

³ European Commission (2021) Gender equality: a strengthened commitment in Horizon Europe

⁴ European Commission (2025). The EU Startup and Scaleup Strategy: Choose Europe to Start and Scale (SWD(2025) 138 final).

importance of gender-inclusive Science Technology Engineering and Mathematics (STEM) and entrepreneurship education to close these gaps from an early stage⁴.

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 Policy⁵ and in 2022 the Gender Equality Policy and Action Plan 2022-2027⁶. 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 Equality 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 Equality Policy and Action Plan, this Gender Equality and Inclusion Policy aims to institutionalise gender mainstreaming at EIT Urban Mobility's organisational level and integrate the gender dimension into across all core areas. Moreover, the plan incorporates diversity, and inclusivity into our activities as ensuring that urban mobility systems are accessible to all, including people with disabilities, the elderly, children and young people and other underserved or vulnerable groups, is crucial for inclusive and safe urban mobility⁷.

For the period 2025–2027, we build on the achievements and lessons learned during the first three years of implementing the Gender Action Plan (2022–2024). The new plan strengthens and expands existing measures, with a renewed focus on promoting equality within our organisational culture and driving institutional transformation. This approach aligns with the EIT Gender Equality Action Plan 2025-2027 and its commitment to lead by example within the European innovation ecosystem.

Promoting gender equality and diversity in innovation, technology, and entrepreneurship brings numerous benefits. It is widely acknowledged that fostering diversity, equity, and inclusion contributes to well-being at work, attracting and retaining talents, economic benefits, excellence and quality, and acts as a leverage for organisational change⁸. Beyond ensuring compliance with EU and national regulations, gender-balanced and diverse teams enhance the effectiveness

⁴ European Commission (2025). The EU Startup and Scaleup Strategy: Choose Europe to Start and Scale (SWD(2025) 138 final).

⁵ EIT (2020) [EIT Gender Mainstreaming Policy](#)

⁶ EIT (2022), EIT Gender Equality Policy and Action Plan

⁷ European Commission Expert Group on Urban Mobility (2025), Inclusive and sustainable future of urban mobility in Europe

⁸ McKinsey & Company (2018), Delivering through diversity

and efficiency of innovation and technology⁹. They are also linked to improved decision-making, stronger governance, and better access to broader markets by serving a more diverse customer base. In fact, diverse teams and companies have higher valuation increases¹⁰, demonstrating the tangible value of inclusive innovation.

Gender and inclusion in mobility

Mobility is not gender neutral. Not only is the sector dominated by men, only 22% of the transport workforce in the EU are women¹¹, 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 household¹². As highlighted by the European Institute for Gender Equality (EIGE), urban mobility systems must be planned with gender sensitivity from the outset to account for women's mobility patterns, safety needs, and care-related responsibilities. EIGE's 2020 report stresses the importance of addressing both physical and systemic barriers by including features such as better lighting, safe transfers, and inclusive fare policies¹³.

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, the mobility choices of women and gender-diverse people are strongly influenced by how they experience the city – from their sense of personal security when travelling on public transport to cases of sexual harassment in the cities – and women on average are more likely to choose sustainable mobility options such as active mobility and public transport, than men.¹⁴ The development of more inclusive urban mobility policies and better use of public space is only possible if we consider the diverse needs of the communities and ensure that gender perspectives, intersected with other social categories, are systematically considered. This requires taking a holistic approach to mobility—one that understands and responds to the full range of passenger needs by addressing both physical and digital infrastructures, considering groups who are currently underserved, underrepresented, or excluded from traditional mobility systems. New mobility solutions must be designed from the outset to meet user requirements, ensuring accessibility, inclusion, safety and sustainability from the earliest stages of innovation.

⁹ Ibid

¹⁰ *Report: Moving Toward Gender Balance in Private Equity and Venture Capital*, International Finance Corporation, World Bank Group, 2019

¹¹ European Commission (2017) [Women in Transport – EU Platform for change](#)

¹² CIVITAS (2018) [Gender equality and mobility: Mind the gap!](#)

¹³ European Institute for Gender Equality (2020). Gender Equality and Urban Mobility.

¹⁴ Ibid

In parallel, the European Investment Bank (EIB) underscores that gender-responsive transport infrastructure not only enhances equity but leads to more effective investment outcomes¹⁵. Their 2022 study calls for embedding gender analysis and sex-disaggregated data across transport project lifecycles to improve access, safety, and the innovation potential of urban mobility systems.

With the urban population in Europe projected to surpass 80% of the total EU population by 2050¹⁶ the need for inclusive transport design has never been more urgent. Only by working with diverse users can transport solution providers truly identify key barriers, prioritise innovation opportunities¹⁷, and design systems that support the transition to sustainable and resilient mobility for diverse urban communities.

2.2 Goal, objectives and approach

EIT Urban Mobility's Gender Equality and Inclusion Policy aims to drive systemic change across the organisation and its wider ecosystem, working toward a gender-equal and inclusive innovation ecosystem in urban mobility. Building on the first implementation cycle (2022–2024), this policy update for 2025–2027 aligns with the Horizon Europe requirements and the new EIT gender equality action plan, while also integrating key lessons learned. The approach is structured around three interlinked strategic goals:

Foster an inclusive, safe, and empowering internal working environment that ensures equal opportunities for all;

Increase women's participation and leadership in the innovation ecosystem while promoting diversity and inclusion across all activities, programmes, and communications.

Embed gender and inclusion as quality principles in the design, implementation, and evaluation of education, innovation, and investment initiatives.

To achieve these goals, the policy is structured around six focus areas of actions:

1. Develop and reinforce policies and practices that promote equity, psychological safety, dignity at work, and work-life balance.

¹⁵ European Investment Bank (2022). *Gender Equality in Transport: Smart and Inclusive Infrastructure*

¹⁶ United Nations, Department of Economic and Social Affairs, Population Division (2018). *World Urbanization Prospects: The 2018 Revision*.

¹⁷ European Commission Expert Group on Urban Mobility (2022). *How to Guarantee Public Transport Inclusiveness: Considering Ageing, Gender, Disabilities and Reduced Mobility*. Set up by Commission Decision C(2022) 5320 of 28 July 2022.

2. Provide training, resources, and knowledge-sharing to equip staff, evaluators, community stakeholders and the wider public with gender-responsive and inclusive approaches to urban mobility.
3. Foster women’s participation in expert roles, governance bodies, investment decision-making, and promote inclusion and diversity in communications and success stories.
4. Integrate gender equality and inclusion criteria into programme design, implementation, and monitoring across education, innovation, investment, and business support activities.
5. Apply gender and diversity considerations as award and evaluation criteria in all calls for proposals and programme assessments.
6. Collect and analyse disaggregated data to assess impact, identify gaps, and refine approaches based on evidence and good practices.

Key overall targets 2025–2027

To translate the strategic overall objectives into measurable progress, EIT Urban Mobility sets the following overall policy and action plan targets:

- Promoting equal gender participation in education, aiming to maintain that the representation of either women or men does not fall below 40% across all labelled and non-labelled programmes yearly.
- Increasing efforts to engage more women in innovation activities, with the goal of reaching 30% participation by 2027.
- Fostering a gender-smart start-up ecosystem, with a target of 35% of supported start-ups being founded by women or led by a woman CEO by 2027.
- Incorporate gender and inclusion dimension in all funding calls documents and as an award criterion, when applicable as of 2026;
- Systematically track gender equality and diversity outcomes through gender-disaggregated data and inclusion indicators;
- Enhance the visibility and leadership representation of women and individuals from diverse and underrepresented backgrounds across the sector through inclusive communication.
- Ensure gender-balanced participation in EIT KICs decision making at all levels (representation of either women or men not falling below 40% as a parity threshold).

In addition, each department has developed specific targets that are tailored to their respective

roles and activities. The departmental targets contribute to the overall policy objectives and goals and are further detailed in the specific departments’ sections and in the Action Plan.

This policy and action plan are based on core principles—like fairness, openness, and collaboration with partners—to make sure the changes are meaningful and long-lasting.

EIT Urban Mobility adopts a gender mainstreaming approach to drive progress on our gender equality agenda. This means systematically integrating a gender perspective into the preparation, design, implementation, monitoring, and evaluation of policies, regulations, and funding programmes to promote gender equality and foster inclusion.

Our approach extends to promoting equality within our organisation and broader community, explicitly including non-binary identities and applying an intersectional lens. We recognise that gender interacts with other dimensions such as age, ethnicity, socioeconomic status, sexual orientation, and physical ability. By addressing these overlapping factors, we aim to advance broader diversity, equity, and inclusion—core principles of our vision, mission, and strategic objectives.

We also recognise the value of integrating sex and gender analysis into the contents of research and innovation adds value in terms of excellence, creativity and business opportunities with an intersectional approach, also fosters innovation and enhances equality by ensuring that findings, products and programmes apply to citizens in their diversity and society¹⁸.

In this document, all references to gender (e.g., women, men, gender balance) are understood to refer to self-identified gender, unless otherwise specified.

2.3 Organisational arrangements for implementation

To implement the Gender and Inclusion Policy, EIT Urban Mobility has developed a new three-year Gender Equality Plan (GEP) for the period 2025–2027. This plan builds on the achievements and lessons learned from the previous GEP (2022–2024), aiming to sustain progress while advancing systemic change toward greater equity.

While ensuring equality and inclusion is a shared responsibility across all levels of the organisation, a dedicated Gender, Inclusion, and Diversity Officer has been appointed to coordinate and support

¹⁸ European Commission, Directorate-General for Research and Innovation, *Gendered Innovations 2: How Inclusive Analysis Contributes to Research and Innovation*, Publications Office of the European Union, 2020.

this work. A participatory review process was carried out across all departments of EIT Urban Mobility. Through a series of dedicated workshops, the staff collectively:

- Reflected on the gender equality activities implemented over the past three years to ensure visibility, share good practices, and evaluate their impact.
- Identified information gaps, overlooked areas, and opportunities for improvement.
- Co-developed the priorities, measures, and indicators that form the basis of the new Gender Action Plan.
- Strengthened cross-departmental awareness and collaboration to advance gender equality and inclusion.

This process was grounded in the analysis of the implementation reports from the previous three-year policy cycle, which served as a baseline for assessing achievements and lessons learned. This participatory approach replaces the previous status quo analysis, embedding continuous reflection and co-creation into the foundation of the new GEP. It ensures that objectives, actions, targets and responsibilities are rooted in lived experience, supported by data when available, and shaped by a shared commitment to advancing equity across the organisation.

Gender Equality Coordination Group

The Gender Equality Coordination Group, established in 2021, will continue to play a central role in implementing the new GEP. As of 2025, the group has grown in number to 6 members (three men and four women) and includes one representative from each department, serving as a single point of contact (SPOC) for their respective teams, and the coordination of the Gender, Inclusion and Diversity Officer.

The role of the group is to:

- Regularly oversee the implementation, ongoing development, and monitoring of the Gender Equality Policy and Action Plan, including preparing an annual progress report for the EIT Urban Mobility Management Team and EIT Headquarters;
- Liaise and collaborate with departmental teams and thematic leads to ensure the integration of gender, diversity, and inclusion across all programmes and activities;
- Support the HR and Communications teams in building internal capacity and raising awareness about gender perspectives in urban mobility.

Three-year Gender Equality Plan (GEP)

The GEP defines clear objectives, sets measurable targets, outlines actions and corrective measures, assigns resources and responsibilities, and establishes timelines. It is grounded in the outcomes of the organisation-wide participatory process—consisting of cross-departmental workshops and a review of implementation reports—which served as a joint stock-taking and reporting exercise.

Gender budgeting

EIT Urban Mobility is committed to applying gender budgeting principles across its programmes and internal operations. Budget allocations have been earmarked for key gender equality and inclusion activities, including awareness-raising, gender-biased training and diversity capacity-building initiatives. Additionally, annual reporting will include tracking the proportion of budget allocated to and spent on gender equality and diversity-related projects.

2.4 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 once a year at Management Team level and once a year at board level, based on annual report prepared by the gender working group, and follow-up after activities' midterm reviews.

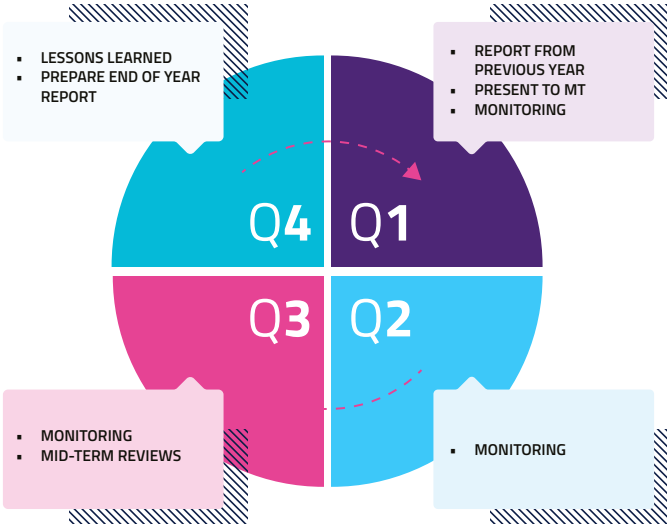


Figure 1. Annual cycle for policy and action plan monitoring and evaluation.

2.5 Responsibilities

Successful realisation of the Gender Equality 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:

The role of EIT Urban Mobility Supervisory Board

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

The role of EIT Urban Mobility Management Team is to:

- Publicly support the principle of gender equality and inclusion in/for EIT Urban Mobility;
- Publicly endorse the Gender and Inclusion Policy and the Action Plan and the structure responsible for its implementation;
- Make available sufficient financial and human resources to implement the Policy and the 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.

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

- Publicly support the Gender Equality and Inclusion Policy and 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.

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

- Support the Gender Equality and Inclusion Policy and Action Plan and integrate aspects into their own work;
- Provide input to practical implementation, monitoring and reporting of the action plan.

Endorsement by top management and updates

This Gender Equality and Inclusion Policy and Action Plan for 2025-2027 satisfies the requirements set out by the European Commission for gender equality policies¹⁹. The Policy and the Action Plan have been formally endorsed by the Management Team. The coordination group is responsible for the follow up and updating of the policy yearly. The members will also ensure that the GEP is implemented within their departments and be speaking persons of the thematic areas teams on issues related to it and this policy.

¹⁹ European Commission (2023). Gender Equality in Research and Innovation.

3. Gender Equality and Inclusion Policy

3.1 Overall state of gender equality at EIT Urban Mobility

Since its establishment and the start of operations in January 2020, EIT Urban Mobility—under the leadership of a female CEO and with strong support from senior management—has prioritised gender equality. The organisation has played a leading role in promoting women in leadership, both internally and across the broader mobility sector. In 2025, with the appointment of a new CEO and changes at director level, this commitment to inclusion and equality has been reaffirmed and strengthened, reflecting EIT Urban Mobility’s ongoing dedication to driving positive change in the sector.

As part of this policy update, the status quo analysis originally conducted in 2022 has been refreshed to reflect current realities and progress made. The updated baseline draws on a participatory process and analysis of progress reports to assess the state of gender equality across EIT Urban Mobility. It combines quantitative and qualitative insights to highlight achievements and identify areas for improvement, with a particular focus on the key thematic areas of Impact Ventures, Innovation, and Academy. These findings form the foundation of the 2025–2027 Gender Action Plan.

During the first three years of implementing the Gender Policy and Action Plan, the organization has made significant progress in enhancing gender equality within the EIT community and the broader mobility sector, both within the organization itself and across the portfolios of programmes managed by EIT Urban Mobility.

The gender disaggregated key performance indicators (KPIs) of the last two years show progress across EIT Urban Mobility’s core functions and programmes. These indicators provide a quantitative overview of how gender equality has been integrated and advanced, including benchmarks for participation, representation, policy implementation, and impact. A summary of results against these KPIs—covering areas such as education, innovation, start-up support, is presented in table 1. For the current Business Plan (2032–2025), the figures for 2023 and 2024 have been collected.

Portfolio	Start-ups and scale-ups supported. <i>KPI EITHE03.1 - % of women among CEO</i>	Start-ups created of/for innovation. <i>KPI EITHE 04.1 – % of women among CEO</i>	Graduates from the EIT-labelled education programmes. <i>KPI EITHE07.1 - % of women</i>	Students of the EIT labelled education programmes. <i>KPI EITHE09.1 – % of women</i>	Participants in non-labelled education programmes & trainings. <i>KPI EITHE08.1 – % of women</i>
TOTAL 2023 (%)	22,2%	15,4%	36,7%	39,4%	41,4%
TOTAL 2024 (%)	13,6%	20,5%	39,3%	46,2%	66,1%

Table 1. Non-aggregated gender KPI evolution..

While annual KPI data varies across work packages and project cycles, the overall trend indicates steady progress toward gender equality targets. For instance, KPI EITHE04.1 (start-ups created for/from innovation) set a target of 25% women-led start-ups, which was nearly reached in 2024 at 20.5%. For KPI EITHE07.1 (graduates from EIT-labelled education programmes), the 40% target for female participation was broadly achieved in 2024. Despite year-to-year fluctuations, ongoing monitoring and strategic adjustments are expected to support the achievement of EIT gender targets by the end of the Gender Action Plan period. This positive trajectory highlights the growing impact of gender-focused actions in driving change and increasing diversity within the sector. At the same time, the data continues to reveal persistent structural barriers to women’s participation, which make the full achievement of these targets more challenging.

Successful examples of the past Gender Action Plan

- 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;
- Women make up 62% of our workforce in Spain, while 33 different nationalities are represented in our office.
- In 2022, 9 women and 3 men were promoted; in 2024, 6 women and 1 man.
- Between 2022 and 2024, EIT Urban Mobility implemented a range of targeted training programmes to support women’s leadership, on gender bias, workplace gender-sex based harassment and to foster inclusive workplace practices.
- The Innovation department is led by a woman director and 4 of its 6 managers are women—an important achievement in a traditionally male-dominated field.
- At our flagship Tomorrow.Mobility World Congress, women participation as speakers has increased from 30% in 2021 to 40% in 2023 and maintained in 2024.
- A zero-tolerance policy on all-male panels has been established.

- In the Academy department, 41.19% of participants in non-labelled education programmes and training of the Competence Hub were women. 48% of learners across RIS Education projects are women. The Academy team offers child allowance during international placement of PhD students. The Competence Hub regularly produced gender specific educational content. For example, the UMX online course “Insights into gender differences in urban transport” and the video “How to make our cities more liveable for women?”, that has been viewed more than 179 000 times, as of 24 January 2022.
- In Business Creation calls, accelerators scouting efforts are required to bring a minimum of 33% of women-led startup applications, startups applying with gender balanced teams gets better punctuation as part of their evaluations, investment panels are gender balanced and specific training activities for the team have been undertaken to support more women in entrepreneurship;
- In the Innovation department all innovation calls launched in 2024 included gender and diversity as part of the evaluation criteria, further reinforcing the department’s commitment to inclusivity.
- In 2024, 11 out of 20 (55%) of the EIT Community Officer (ECO), the EIT contact point in a Regional Innovation Scheme (RIS) country, are women.

Best Practices supporting women participaton and inclusion in the sector

The Women in Nordic Intelligent Transport Systems (WIN-ITS 1 and 2) initiatives—led by EIT Urban Mobility in collaboration with Trivector Traffic and ITS organisations across the Nordic and Baltic regions—explore the roots and impacts of unconscious bias in the transport sector. The project has established a Nordic network for women in ITS, aimed at identifying gender gaps, fostering knowledge exchange, and promoting awareness and learning around gender and diversity in the field.

Women in Tech breakfasts in Czech Republic, launched in 2021, is a technology-focused programme designed to support female entrepreneurs. The initiative aims at empowering women by providing them with the resources, connections, and skills needed to advance their businesses.

The TandEM Women in Cycling programme, a train-the-trainer initiative developed by EIT Urban Mobility in collaboration with BYCS, empowers women cyclists to inspire and support other women in taking up cycling. Through this platform, participants build networks and advocate for cycling to promote health, personal freedom, and safer, more inclusive communities. Since its launch in 2022, the programme has run three editions, training 33 women across 27 cities in the EU and directly impacting over 100 women through local outreach and activities.

The Better Mobility Report 2025 is a collaboration between EIT Urban Mobility, Impact Hub

Vienna, and Point& highlights emerging trends, identifies new business opportunities, and outlines actionable steps for transformation and inclusion in the mobility system.

Cross-KICs specific initiatives supporting women and girls' participation in the sector

▪ SUPERNOVAS

The Impact Ventures team contributes to the SUPERNOVAS programme, a joint initiative with EIT Food and EIT Manufacturing, aimed at increasing women's participation in entrepreneurship. The programme promotes women-led startups and seeks to boost women representation in early-stage investment ecosystems. EIT Urban Mobility leads the Rocket Up stream of the programme, an accelerator designed to support female-led start-ups in scaling internationally through targeted training, coaching, and mentoring. We have also supported other activities of the programme—such as Women2Invest, VC Academy, and BA Academy. EIT Urban Mobility is actively engaged in the wider ecosystem through partnerships with organisations like Female Founders, Unlock VC, and EU Women in VC. Our activities include participating in major events on women’s entrepreneurship and hosting investor gatherings to strengthen networks. To date, the programme has trained 486 women in investment and supported 75 women-founded start-ups, which have collectively raised over €63 million (of which Rocket Up is the main contributor with €53 million)—achieving a leverage effect of 98.12X.

▪ Girl Go Circular

This programme aims to equip students—particularly young women—with digital and entrepreneurial skills through the free Circular Learning Space. It promotes sustainability awareness while preparing learners for future careers. Since 2020 the programme has trained 80,000+ students of which 60,000+ girls. As part of this initiative, EIT Urban Mobility developed several E-learning modules on Healthy and Smart cities, A Circular Approach to Urban Mobility e Future Mobility, which has trained 21,335 girls (78%) and 6,106 boys (22%) to date.

Looking ahead, the new Gender Action Plan for 2025–2027 not only reaffirms EIT Urban Mobility’s commitment to advancing women’s participation but also broadens its focus to include diversity and inclusion—essential components for achieving meaningful and lasting progress toward equality. The plan aims to systematically mainstream gender and diversity across all activities and strategies, supported by renewed engagement from the Management Team and the incoming CEO.

Key Lessons from the First Action Plan (2022–2024)

Area	Challenges Identified	Opportunities Ahead
External (Systemic)	▪ Underrepresentation of women in STEAM, research, innovation, and mobility sectors. ▪ Difficulty finding qualified women experts, speakers, and professionals. ▪ Low participation of women in start-ups and VC funding. ▪ Limited responses to gender sections in calls application forms. ▪ Weak understanding of gender award criterion among evaluators. ▪ Structural barriers in integrating gender and diversity across the ecosystem.	▪ Strong legal and policy support at EU, national, and city levels. ▪ Increased engagement from women in the sector. ▪ Proven success of inclusive programmes (Supernovas, TandEM, Girls Go Circular). ▪ Emerging women-led and gender-focused actors and allies. ▪ Growing awareness of diversity and inclusion as a driver of innovation and market relevance.
Internal (Operational)	▪ Gaps in capacity to follow up on gender-related elements in supported projects. ▪ Weak monitoring system to track gender and inclusion impact. ▪ Difficulty identifying good practices across the sector. ▪ The slow pace of change in existing operational procedures	▪ Strategic prioritisation of gender within the EIT KIC community. ▪ Interest from partners to co-develop inclusive projects. ▪ Engagement from staff, operational teams, and inter-KIC working groups. ▪ Opportunities to connect with Horizon Europe-funded initiatives on gendered innovation and diversity and inclusion.

Table 2. Key Lessons from the First Action Plan (2022–2024)

Building on the achievements and lessons learned from the first implementation cycle—and informed by the current state of gender and inclusion in the urban mobility sector—the GEP includes a set of targeted measures tailored to each department. These measures are designed to address persistent gaps, leverage internal strengths, and collectively advance the strategic objectives set for 2025–2027. The following section outlines the departmental action plans that will drive progress towards more liveable, inclusive, and sustainable cities for all.

EIT Urban Mobility actively participates in several Cross-KICs initiatives across innovation, business creation, and academy activities. As part of our commitment to gender equality and inclusion, we will ensure that the measures outlined in our Gender and Inclusion Policy and Action Plan are shared within the Cross-KICs consortium. This will support and encourage the adoption and application of these measures across the respective Cross-KICs projects and sectoral areas involved.

3.2 Culture and People

Although gender equality was not a primary focus during the start-up phase, the organization has quickly made the topic one of its priorities. It has made remarkable efforts to address one of the biggest challenges to equal opportunities: the low representation of women in leadership positions. Thanks to a clear emphasis on gender equality in recruitment, the gender imbalance within the Management Team and Supervisory Board (30% women in 2022) has been reduced, achieving full gender parity in 2025. Furthermore, women now represent most staff at all levels. This overall high representation of women in the organization indicates a strong pool of highly qualified female talent in the European mobility sector that can be further leveraged for leadership roles.

Current representation in staff and management

Staff, by position in the hierarchy, disaggregated by gender

- Permanent and temporary staff: as of June 2025, comprises 188 employees: 116 women employees (62%) and 71 men employees (38%).
- Communications & EU Affairs department: the communication team is almost all female (3 men and 12 women –including the Director) which reflects a common gender imbalance often observed in the communications field.
- HR department: following also a common gender stereotype the department is composed by 4 women.
- Legal department: the department is composed by 2 women and 1 man.
- Operations (PMO, Finance and IT): the department is composed by 57,7% women and 42,3% men.
- Academy department: the department is composed by 65,5% women and 30,5% men. However, 3 of the 4 key managerial positions are occupied by men (including the department director).
- Innovation department: the department breaks the traditional stereotype, with 66,66% women and 33,34% men. In addition, 5 of the 7 key managers are women (including the department director).
- Impact Ventures department: the department has a balanced gender composition, with 50% women and 50% men. All 6 key leadership positions are equally shared between men (including the department director) and women.

- Ecosystem and Stakeholder department: the department is composed by 53,19% women and 46,91% men. However, 3 out of the 9 key managers are women (including the department director).
- Management Team: at the management level disparities have been addressed, with women representing 50% of the team, excluding the CEO.
- The Supervisory Board consists of four men and three women (Figure 2).

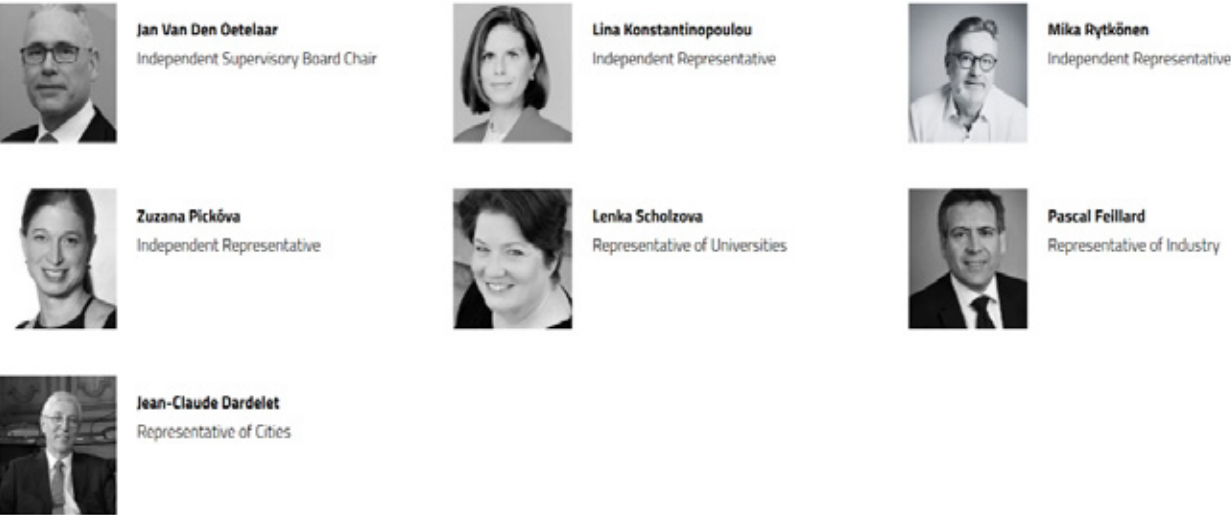


Figure 2. EIT Urban Mobility Supervisory Board – May 2025.

Inclusive Workplace and Gender Equality – HR Strategy

EIT Urban Mobility has always prioritized creating a workplace that supports gender equality and embraces diversity at all levels. In 2024, we have received the "Best Place to Work" certification, a recognition granted by a global authority in workplace culture assessment. According to the certification results, 85% of staff believe that EIT Urban Mobility is an excellent place to work. The Employee Engagement Survey further highlighted key strengths in the areas of fair treatment and inclusivity, including physical and emotional safety, work-life balance, and job fulfilment.

Building on this foundation, the updated Gender Equality and Inclusion Action Plan for 2025–2027 reaffirms our commitment to ensure gender-balanced participation in EIT KICs decision making at all levels and advancing women’s participation and leadership but also to fostering an inclusive culture that values diversity in all its forms.

In compliance with Spanish legislation—where our headquarters is located—we have developed an organisational Equality Plan (Plan de Igualdad 2024–2027), applicable to all staff based in Spain. Many of the plan’s measures are also extended to staff based in other countries to ensure

coherence and foster an inclusive, equitable working environment across the organisation. The Plan de Igualdad and is available on the company intranet and accessible to all employees.

The key objectives guiding our HR policies and practices at EIT Urban Mobility:

- Support gender equality and diversity throughout the workforce
- Ensure transparency and fairness in job structures, recruitment, promotion, and compensation
- Promote a culture of inclusion and gender equality across the organisation
- Support workplace health, well-being, and work-life balance for all employees.

Aligned with the EIT 2025–2027 Gender Equality Action Plan, the specific targets for the HR department are:

- Ensure gender-balanced participation in EIT KICs decision making at all levels (representation of either women or men not falling below 40% as a parity threshold).
- Maintaining and enhancing high levels of staff satisfaction, as measured by the Employee Engagement Survey, with a particular focus on inclusivity, safety, work-life balance, and job fulfilment (baseline: 2024).

We recognize that achieving true equality requires transparent, fair, and consistent HR policies that support recruitment, career progression, and work-life balance. Our recruitment processes will continue to ensure equal opportunity by actively addressing unconscious bias and promoting gender balance, including specific provisions to prioritize candidates from underrepresented groups when qualifications are equivalent. Career development and promotion procedures will be structured and objective, ensuring fairness and visibility for all staff, with regular monitoring to assess progress by gender and other diversity indicators.

Fairness and transparency will also guide our compensation and job evaluation systems, with ongoing reviews to ensure equitable remuneration and benefits regardless of gender, family status, or other personal characteristics. To empower employees, we provide clear information about pay structures and offer equal access to leadership development opportunities, aiming to increase the representation and visibility of women in leadership roles and promote diversity in decision-making positions.

Beyond policies and procedures, cultivating a culture of inclusion is central to our vision. We embed gender equality and diversity awareness throughout the organisation by offering regular training, fostering open communication on related initiatives, and supporting wellbeing measures that respond to the diverse needs of our workforce. This includes flexible working arrangements, protocols to protect vulnerable groups such as breastfeeding women, and the development of

policies supporting LGBTQ+ inclusion.

Awareness is the first step toward driving meaningful change. Since 2021, the HR team has delivered training and workshops on gender stereotypes, implicit bias, and inclusive leadership for both staff and management. These efforts will be further expanded. Capacity building session will be rolled out across additional thematic areas, and tailored sessions—for both internal staff are planned along with self-assessment test as part of the upcoming measures outlined in the Gender Action Plan.

Each year on International Women’s Day (8 March), we highlight the achievements and challenges of women within the organisation and the urban mobility sector, while actively promoting training opportunities and internal policies that support women’s equality and advancement. During the month of June, in recognition of Pride Month, we organize events to raise awareness of gender diversity and the rights of LGBTQ+ persons. Through these sustained efforts, supported by renewed engagement from senior management and leadership, EIT Urban Mobility will continue to nurture a diverse, equitable, and empowering environment — one where every employee feels valued and supported to contribute their best.

3.3 Communications

At EIT Urban Mobility, we define gender-smart and inclusive communication as the use of language, imagery, and storytelling that actively incorporates and reflects the full diversity of experiences, regardless of gender and other aspects of one’s identity. This approach goes beyond avoiding bias—it embraces inclusion by ensuring that all voices are represented, visible, and valued in how we communicate both internally and externally. As part of the updated GEP, we are committed to embedding this principle across all platforms and channels. We also aim to use everyday communication moments—newsletters, social media posts, event materials, and communication within the teams and colleagues—to highlight gender-specific achievements, elevate underrepresented voices, and promote stories that challenge gender stereotypes and inspire equity.

The key objectives guiding the communication practices at EIT Urban Mobility:

- Promote gender-balanced and diverse representation in all EIT Urban Mobility communications and events.
- Ensure all communication uses inclusive, gender-neutral language and storytelling that reflects diversity of identities, experiences and inclusion.
- Increase visibility of gender equality, women’s entrepreneurship, and leadership in urban

mobility through impactful campaigns and everyday communication.

- Foster awareness and understanding of gender and diversity issues across the organisation and its external stakeholders.

Aligned with the EIT 2025–2027 Gender Equality Action Plan, the specific targets for the communication department are:

- Ensuring minimum 40% women on speakers lists and in panel discussions at Key EIT UM events.
- Enhance the visibility and leadership representation of women and individuals from diverse and underrepresented backgrounds across the sector through inclusive communication (minimum 2 impactful events and communication campaigns on women entrepreneurship and leadership).

Gender and diversity smart approach in marketing, communication and events organisaiton

Since the previous Gender Action Plan, EIT Urban Mobility has made significant progress in promoting gender equality in communications and events. Gender-balanced speaker lists have improved steadily: EIT Urban Mobility staff do not organize or participate in male-only panels and actively seek to suggest female colleagues as speakers.

An internal repository diverse experts in mobility topics has been developed and will be fully accessible to staff in 2025. Awareness campaigns highlighting women in mobility, especially through International Women’s Day, have significantly increased engagement on social media, with impressions and interaction rates growing since 2023.

Looking ahead, EIT Urban Mobility will continue advancing inclusive communication by adopting gender-neutral language and storytelling that embraces all gender identities and experiences. We will seize everyday communication opportunities to highlight gender-specific success stories and topics, integrating these principles throughout our marketing, events, and external messaging. Also, we continue mainstreaming gender, diversity and inclusion content in our flagship events.

New measures include updating the Brand Book with specific guidelines on gender representation in visuals and messaging, providing staff training on gender-sensitive and inclusive language, and maintaining gender equality requirements in event planning. Event guidelines also include clear protocols to prevent single-gender panels even in case of cancellations.

Through these commitments, EIT Urban Mobility seeks to foster a culture of inclusion and equal visibility by amplifying the representation and achievements of women and diverse groups that reflect the urban communities we serve within the mobility sector and the broader innovation ecosystem.

3.4 Academy

The Academy is a cornerstone of EIT Urban Mobility's gender equality strategy, offering critical opportunities to shape inclusive and diverse leadership in urban mobility through formal education and capacity building. Its activities span labelled education programmes (such as the Doctoral Training Network and the Master School) and non-labelled training, such as the Competence Hub's programmes or the Higher Education Initiative (HEI).

While strong progress has been made in female participation—46% in the 2023 Master School and 50% in newly accepted PhD candidates—gaps remain in governance and decision-making. A key challenge is the declining representation of women in the DTN Committee (19% in 2022 to just 9% in 2024). This issue will be addressed in collaboration with partner universities.

Gender and diversity are systematically integrated into departmental calls for proposals. This approach encourages project outputs—including course content, expert selection, and marketing materials—to be developed through an intersectional lens, considering how gender intersects with other identity traits such as social class, age, culture, sexual orientation, and physical ability. The aim is to better reach and serve underserved groups and communities, while also valuing gender-balanced project teams.

Through a YouTube channel, online or face-to-face courses, the Competence Hub promotes visibility of women and underrepresented groups, both in front and behind the camera, and across all areas of content creation and delivery.

Aligned with the EIT 2025–2027 Gender Equality Action Plan, the specific targets for the Academy team are:

- Promoting equal gender participation in education, aiming to maintain that the representation of either women or men does not fall below 40% across all labelled and non-labelled programmes yearly.
- Introduce inclusive programmes design, and incorporation of gender, diversity and inclusion dimension into education content and funding mechanisms.

Key actions (ongoing and new):

- Incorporating gender and inclusion in Academy calls for proposals' documents and in the evaluation process as a standalone award criterion.
- Develop inclusive outreach and marketing strategies to increase participation of women and underrepresented groups.
- Provide additional financial support for Doctoral Training Network candidates travelling with

children during international placements.

- Introduce students' feedback questions in the end-of-course surveys for both degree and non-degree courses to capture insights on gender and inclusion.
- Share information with partners and train internal staff on integration of the gender dimension into research and education content and mobility systems.
- Monitor and report gender-disaggregated data on participants, evaluation committees, trainers, and collaboration outcomes of knowledge production.
- Promote visibility of women in urban mobility through educational content, expert panels, teaching roles, and success stories.

Through these actions, the Academy will contribute to a more inclusive and innovative urban mobility sector, while setting new standards for gender-responsiveness in education and capacity building.

Since the Academy collaborates primarily with external partners—such as universities, trainers, courses producers and subject-matter experts—many of whom operate in male-dominated fields, increasing the participation of women in programme delivery remains a challenge. Despite this, the team is committed to actively promoting gender balance by identifying and engaging more women professionals, and by working with partners to strengthen diversity in teaching, content development, and expert contributions across all supported activities.

3.5 Impact Ventures

The Impact Ventures (IV) department has made significant strides in recent years to promote women's participation in the startup ecosystem. Building on these efforts, the new GAP introduces updated and refined measures informed by lessons learned to further support equity across the innovation landscape.

The primary objectives are to help close the gender gap in entrepreneurship and to strengthen the knowledge, tools, and capacity for gender equality and diversity within the startup ecosystem. These include embedding inclusion principles in funding mechanisms, support services, and investment decisions.

Recognising that gender-balanced teams tend to outperform others and that women founded scaleups are growing 1.2x faster, compared to the rest of European scaleups²⁰, investment priority will be given to companies demonstrating gender-balanced leadership—defined as

²⁰ The landscape of women founded scaleups and investors in Europe, SUPENOVAS, 2023

having at least one woman or one man in a diverse C-level executive team—during the evaluation process.

The department will introduce new initiatives to raise awareness and build capacity among staff, evaluators, and supported start-ups. The IV team will continue to proactively scout female-led start-ups—defined as those (co-)founded by a woman or led by a woman CEO—and will actively encourage all-male founding teams to consider the inclusion of female co-founders.

A key area for improvement will be the enhancement of monitoring systems to better capture the role of women within the urban mobility start-up ecosystem—as CEOs, founders, and in other positions. In addition, the team will strengthen efforts to track and evaluate the gender-related performance of portfolio start-ups more systematically.

Leadership within the IV department, including the Director and team, will continue to use public channels such as social media and industry events to advocate for gender-balanced teams and to promote inclusive practices. Sharing best practices and showcasing successful examples will remain a central part of the strategy.

In the mobility sector overall, the startup scene remains male-dominated. However, redefining what innovation means in urban mobility—adopting a broader, more interdisciplinary perspective—can help attract more female founders. This approach is closely linked to how we communicate opportunities and impact. Outreach and communication efforts will be tailored to attract more women entrepreneurs by recognizing and addressing differences in how women founders communicate and what topics they prioritize.

Aligned with the EIT 2025–2027 Gender Equality Action Plan, the specific target for the IV team is:

- Foster a gender smart and inclusive start-up ecosystem, with a target of 35% of supported start-ups being founded or led by women by 2027.
- Embed inclusion principles in funding mechanisms, support services, and investment decisions.

Key actions (ongoing and new):

- Maintain the requirement that partner consortia of the acceleration programmes ensure at least 33% of applications come from women-founded/CEO startups.
- Apply a scoring premium in evaluation criteria for gender-balanced teams in the accelerator calls:
- Startups with at least one woman on the founding team can receive the full score.
- All-male or all-female teams may receive a maximum of 4 out of 5 points in the gender

criterion.

- Maintain gender balance on evaluation panels for all calls and provide experts with high quality information on gender perspective and gender bias in evaluation processes.
- Conduct annual tracking of gender composition and gender related economic performance across the equity portfolio startups.
- Ensure that 50% of IV marketing and communication activities are directed toward female entrepreneurs and feature success stories promoting equality and inclusion.

These efforts reflect EIT Urban Mobility's ongoing commitment to building a more diverse, inclusive, and equitable innovation ecosystem.

3.6 Innovation

EIT Urban Mobility's Innovation area is advancing a gender-smart and inclusive approach to innovation, guided by the principle that women and diverse groups must be meaningfully involved in all phases of project design, decision-making, and implementation. Building on previous achievements—such as gender-balanced evaluation panels, annual tracking of projects addressing gender needs, and integration of gender criteria into project evaluation—the 2025–2027 GEP sets out a more systematic and measurable framework to mainstream gender and diversity across the different stages of support to innovation.

In the Innovation area, monitoring has been enhanced to track multiple dimensions of gender impact—ranging from the participation of women in leadership roles within funded projects to the integration of gender and inclusion perspectives in programmes and proposals. Projects are assessed not only on the diversity and inclusiveness of their teams but also on how their solutions respond to the gendered and diverse mobility needs of the urban communities they aim to serve. Project proposals are requested to present a gender/sex analysis of their content, ensuring that proposed solutions respond to the differentiated mobility needs of women and men and contribute to inclusive, user-centered innovation.

Conscious of existing gaps, we are committed to expanding the pool of women experts, strengthening evaluator training on Gender, Inclusion and Diversity (GDI) aspects, and supporting capacity building to embed a gender-smart lens throughout the innovation lifecycle.

Aligned with the EIT 2025–2027 Gender Equality Action Plan, the specific targets for the Innovation team are:

- Increasing efforts to engage more women in innovation activities, with the goal of reaching 30% participation by 2027.

- Embedding the gender and inclusion dimension in the supported innovations.

Key actions (ongoing and new):

- Incorporating gender and inclusion perspective in all innovation calls for proposal's documents and in the evaluation process as a standalone award criterion, unless specified otherwise in the topic description.
- Apply gender checkpoints in topic scoping and proposal templates.
- Integrating gender and inclusion perspective in the innovation impact framework.
- Ensure inclusive innovation practices by providing evaluators high quality information on gendered innovation and gender/sex analysis and assembling gender-balanced evaluation panels.
- Track impact using disaggregated data and GDI indicators.
- Promote diversity via impact storytelling.

Through these measures, EIT Urban Mobility aims to support an innovation ecosystem that reflects the diversity of Europe's cities and enables equal opportunities for all. These initiatives will focus on gender, diversity, and inclusion in product design, innovation processes, and solution development.

The Innovation team at EIT Urban Mobility continues to demonstrate strong internal commitment to gender equality and inclusivity. The team embraces broader diversity goals, including LGBTQ+ inclusivity.

Advancing gender equality in experts engagement

As part of our commitment to gender equality, all calls for external experts—including evaluators and jury members involved in the selection of proposals for funding—will actively promote the participation of women professionals in the sector. Moreover, dedicated informational materials will be shared with panel's experts during the calls for proposals informative sessions. These materials will include guidance on integrating gender and inclusion perspectives into innovation projects and evaluation processes, along with an invitation to complete a self-assessment test to reflect on individual understanding and application of these principles.

3.7 Ecosystem and Stakeholders

EIT Urban Mobility's Innovation Hubs implement local initiatives to promote gender equality, inclusion, and the participation of women in the urban mobility sector. Some good practices and examples have been mentioned at the beginning of this document. Under this new Gender Equality and Inclusion Action Plan, all measures outlined for HQ departments also apply to the Hubs across all territories.

In addition, the Hubs will intensify efforts to proactively scout women-led initiatives, start-ups, and support women participation in calls for proposals, and will work to establish strategic partnerships that advance gender equality within local ecosystems.

In countries participating in the EIT Regional Innovation Scheme (RIS), specific gender equality measures will be integrated into the annual activity plans. These measures will take into account the territorial context and the specific characteristics of local partners, ensuring that inclusion efforts are relevant, effective, and locally embedded. In addition, RIS representatives will support the promotion of gender equality and diversity by identifying and highlighting impactful initiatives led by women, thereby giving visibility to women leadership in innovation within the ecosystem.

3.7 Gender Equality Action Plan 2025-2027

Building on previous progress and insights, this action plan outlines targeted measures for each department to advance gender equality and inclusion across EIT Urban Mobility. The team will also promote the application of these measures in the context of projects and initiatives with other EIT KICs in which we are involved, as well as in proposals submitted to other funding bodies. These initiatives focus on closing gaps, strengthening organisational capacity, and embedding inclusive practices into everyday operations. Supported by Legal, IT, and Operations teams, and backed by dedicated resource monitoring, these actions will drive meaningful change and foster a more equitable urban mobility ecosystem.

The Gender Equality Action Plans detail the specific objectives and activities assigned to each department.

4. EIT Urban Mobility Gender Equality and Inclusion Plan 2025-2027

4.1 Thematic Area: Academy

Category	Specific objectives	Action	Results Indicators	Timeline	Responsible Area
1. Masters programmes Communication and Doctoral Training Network (DTN)	Promoting equal gender participation in education (the representation of either women or men does not fall below 40% across all labelled and non-labelled programmes)	Implement targeted marketing strategies to encourage more women and diversity in the application for the Master's Programmes and Doctoral Training Network (DTN)	Aim for minimum 40% women or men in the EITKICs -labelled education, and non-labelled programmes and trainings with open access for all genders. Reflect gender balance in visuals and narratives in at least one major campaign per year.	Annually	General & Area Leadership (GAL)
2. Call for proposals: Master School and Fellowship Academy Open Call (MS)/RIS Education calls for proposals/ Student Entrepreneur Grant Scheme	Promoting equal gender participation in education (the representation of either women or men does not fall below 40% across all labelled and non-labelled programmes)/Incorporation of gender, diversity and inclusion dimension into education content and funding mechanisms.	Integrate gender equality and diversity dimensions into Master School, Fellowship Academy and Student Entrepreneur Grant Scheme Calls for Proposals documents.	100% calls include gender and diversity dimensions by 2026. 80% of funded Master's programme integrate gender and diversity measures by 2027. 50% of funded teams of the Student Entrepreneur Grant Scheme demonstrate gender balance. Gender Mainstreaming Report highlights best practices in inclusive education programme design.	Annually	General & Area Leadership (GAL)/ Education Capacity Building Cross KICs
3. Call for proposals: Master School and Fellowship Academy Open Call (MS)/RIS Education calls for proposals/ Student Entrepreneur Grant Scheme	Incorporation of gender, diversity and inclusion dimension into education content and funding mechanisms.	Introduce gender mainstreaming and diversity as an award criterion in Calls for Proposals.	100% of Master programmes calls include gender and diversity as an award criterion, unless specified otherwise in the topic description.	Annually	General & Area Leadership (GAL)/ Education Capacity Building Cross KICs

Category	Specific objectives	Action	Results Indicators	Timeline	Responsible Area
4. Doctoral Training Network (DTN)	Promoting equal gender participation in education (representation of either women or men does not fall below 40% across all labelled and non-labelled programmes)	Promote gender-balance in the DTN committee	Aim for gender representation within a 30–70% range in the EIT UM DTN Committee.	Annually	General & Area Leadership (GAL)
5. Doctoral Training Network (DTN)	Promoting equal gender participation in education (representation of either women or men does not fall below 40% across all labelled and non-labelled programmes)	Provide additional financial support for DTN candidates traveling with children during international placements to promote equal opportunities.	Monitor and report annually on participation and completion by gender to identify trends.	Annually	General & Area Leadership (GAL)/ Education Capacity Building Cross KICs
6. EIT Label requirements on gender diversity and representation in our EIT Labelled (degree and non degree) programmes	Incorporation of gender, diversity and inclusion dimension into education content and funding mechanisms.	Introduce students' feedback questions in the end-of-course surveys.	Include gender and diversity questions in 100% of end-of-course surveys. Collect gender-disaggregated feedback to assess the results of the gender and diversity measures.	Annually	General & Area Leadership (GAL)
7. Online courses	Promoting equal gender participation in education (representation of either women or men does not fall below 40% across all labelled and non-labelled programmes)	Track gender balance of participants in UMX-owned online courses.	Track and report gender-disaggregated data for 100% of online courses. Monitor gender-based differences in course completion rates.	Annually	Competence Hub (CH)
8. YouTube Channel	Promoting equal gender participation in education (representation of either women or men does not fall below 40% across all labelled and non-labelled programmes)	Monitor gender diversity among interviewees and filmmakers in UMX-owned YouTube videos; encourage gender balance in content production.	Ensure at least 40% women representation among interviewees. Monitor participation of women filmmakers in content production.	Annually	Competence Hub (CH)

Category	Specific objectives	Action	Results Indicators	Timeline	Responsible Area
9. Non-labelled educational content (and possibly label)	Promoting equal gender participation in education (the representation of either women or men does not fall below 40% across all labelled and non-labelled programmes)/ Incorporation of gender, diversity and inclusion dimension into education content and funding mechanisms.	Develop a diverse portfolio of educational resources (videos, courses, webinars, blogs, posts, etc.) to promote gender and inclusion awareness.	Produce and promote at least 3 educational resources annually. Monitor and report audience reach.	Annually	Competence Hub (CH)
10. Marketing	Promoting equal gender participation in education (representation of either women or men does not fall below 40% across all labelled and non-labelled programmes)	Dedicate a week to supporting gender mainstreaming and diversity via UMX social channels.	Publish at least 3 posts across UMX social channels in the dedicated week.	Annually	Competence Hub (CH)
11. Call for proposals Urban Mobility Explained (UMX)	incorporation of gender, diversity and inclusion dimension into education content and funding mechanisms.	Integrate gender and diversity requirements and evaluation criterion into the UMX Long-term Open Call.	Include gender and diversity considerations in all call documents. Evaluation reports reflect the gender and diversity criterion.	Annually	Competence Hub (CH)
12. Trainings	Incorporation of gender, diversity and inclusion dimension into education content and funding mechanisms.	Provide targeted training on gender mainstreaming, diversity and inclusion for the Academy team.	Conduct at least 2 training sessions for the Academy team; 80% of participants improve understanding of gender mainstreaming, diversity and inclusion in education.	2026 and 2027	Gender SPOC

4.2 Thematic Area: Impact Ventures

Category	Specific objectives	Action	Target	Timeline	Responsible
1. Calls for Programmes proposals/ Scouting	Foster a gender smart and inclusive start-up ecosystem, with a target of 35% of supported start-ups being founded or led by women.	Request that at least one-third of applications submitted to accelerator and scale-up calls come from startups led by a woman founder or CEO.	At least 35% of applications from women-led startups. 100% of partners report gender-mainstreaming efforts in scouting.	Annually and by 2027	Programme Managers/ PMO
2. Call for applicants to programmes/ Application form	Embed inclusion principles in funding mechanisms, support services, and investment decisions.	Require gender/sex analysis and consideration of diversity of user needs in problem assessments, solution development, and user profiling in application form, where applicable.	At least 50% of applications address gender and diversity considerations.	Annually	Programme Managers/ PMO
3. All calls/Monitoring	Foster a gender smart and inclusive start-up ecosystem, with a target of 35% of supported start-ups being founded or led by women.	Monitor representation of women in the EIT UM portfolio (CEO, founder, C-level) to address horizontal and vertical segregation.	100% of startups tracked with gender-disaggregated data annually.	Annually	General & Area Leadership (GAL)
4. Calls for Programmes proposals /Selection-evaluation	Foster a gender smart and inclusive start-up ecosystem, with a target of 35% of supported start-ups being founded or led by women.	Include gender equality and diversity as evaluation criteria in Calls for Proposals.	100% of calls include GDI under team and/or impact criteria. Minimum 35% of supported startups are women-led. Annual review of effectiveness to ensure meaningful impact.	Annually and by 2027	Programme Managers/ PMO
5. All calls for applicants/Selection and evaluation	Embed inclusion principles in funding mechanisms, support services, and investment decisions.	Ensure gender balance in expert evaluation panels/jury, with women represented in investment and technical roles.	At least 80% of panels meet gender balance thresholds. Non-balanced panels provide justification.	Annually	Programme Managers/ PMO

Category	Specific objectives	Action	Target	Timeline	Responsible
6. Calls for programmes proposals Call for applicants to programmes/ Selection and evaluation	Foster a gender smart and inclusive start-up ecosystem, with a target of 35% of supported start-ups being founded or led by women by 2027.	Apply a point cap for single-gender CEO/founder during evaluation to support gender-diverse teams.	At least 2 sessions per year. At least 60% of participants show increased awareness of GDI.	2026 and 2027	Pro-gramme Managers
7. Portfolio managemnt	Foster a gender smart and inclusive start-up ecosystem, with a target of 35% of supported start-ups being founded or led by women / Embed inclusion principles in funding mechanisms, support services, and investment decisions.	Conduct awareness-raising activities for portfolio startups on gender, diversity, and inclusion.	At least 2 sessions per year. At least 60% of participants show increased awareness of GDI.	2026 and 2027	Services to startups after selection
8. Calls for programmes proposals/Programme Delivery	Embed inclusion principles in funding mechanisms, support services, and investment decisions.	Gender balance of coaches of accelerators.	At least 40% of coaches in each programme are women. At least 80% of startups rate coaching as inclusive and valuable.	Annually	Services to startups after selection
9. Equity portfolio startups	Increase the participation of women in Impact Ventures programmes with a target of 35% of supported start-ups being founded or led by women.	Conduct annual financial performance assessments of gender-balanced teams and women-founded/CEO startups.	Track and report key financial metrics (revenue, funding, profitability) for women-led startups. Monitor growth differences between gender-balanced and non-balanced teams.	Annually	Services to startups after selection
10. Trainings	Embed inclusion principles in funding mechanisms, support services, and investment decisions.	Provide targeted GDI training for the IV team, tailored to startups, investment, innovation, and urban mobility.	Conduct at least 2 training sessions per year. 80% of participants improve understanding of gender mainstreaming, diversity, and inclusion.	2026 and 2027	Communication/ Gender SPOC

Category	Specific objectives	Action	Target	Timeline	Responsible
11. Communication	Foster a gender smart and inclusive start-up ecosystem, with a target of 35% of supported start-ups being founded or led by women.	IV Director and team actively communicate on gender equality and diversity in the start-up ecosystem via events, media, etc.	Include speaking points on gender equality/women entrepreneurship in briefings. Present or address gender equality in at least 3 events, panels, or seminars annually.	Annually	Communication
12. Communication	Foster a gender smart and inclusive start-up ecosystem, with a target of 35% of supported start-ups being founded or led by women.	IV communication highlights women-founded, diverse-founded, and inclusive supported startups	Communications highlight women-led, diverse, or inclusive startups. Publications/posts achieve impressions and engagement at or above 2024 benchmarks.	Annually	Communication
13. Communication	Foster a gender smart and inclusive start-up ecosystem, with a target of 35% of supported start-ups being founded or led by women .	Organize a Panel / Key-note / Workshop focused on gender equality, diversity and inclusion within the EIT UM startups ecosystem.	Organize at least one event per year focused on gender and diversity in the EIT UM startups ecosystem. Achieve registrations and content impressions that meet or exceed 2024 averages. For online events, collect participants feedback gender and inclusion in urban mobility.	Annually	Communication
14. Communication	Foster a gender smart and inclusive start-up ecosystem, with a target of 35% of supported start-ups being founded or led by women.	Highlight best practices on gender equality and inclusion in the EIT Urban Mobility Impact Report and other reports.	At least 50% of startups featured in reports are women-led. Include examples of gender equality and inclusion best practices in the annual report.	Annually	Communication

4.3 Thematic Area: Innovation

Category	Specific objectives	Action	Target	Timeline	Responsible
1. Calls for proposals	Increase participation of women in the innovation programmes to 30%.	Integrate gender equality, diversity and inclusion (GDI) dimensions in the calls for proposals, encouraging gender-balanced and diverse teams at all levels, particularly in leadership and decision-making roles.	100% of Innovation Calls include GDI dimensions. Minimum 30% of innovation programme participants are women.	Annually and by 2027	Pro-gramme Managers
2. Calls for proposals	Embed the gender, diversity and inclusion dimension in the supported innovations.	Address GDI considerations during topic scoping for Innovation Calls. For the RAPTOR city challenge, guide cities to reflect GDI aspects in problem statements.	100% of topics reviewed for GDI relevance before publication.	Annually	Pro-gramme Managers
3. Application to a for proposals/ Horizon Lab	Embed the gender, diversity and inclusion dimension in the supported innovations.	Include GDI considerations during proposal development for Horizon Lab projects, where applicable.	100% of Horizon Lab proposals integrate GDI considerations where applicable.	Annually	Project Managers - Horizon Lab
4. Application to calls for proposals	Increase participation of women in the innovation programmes to 30%.	Require applicants to provide information on gender and roles of consortium team members, including women in leadership; mono-beneficiary calls report on SME leadership.	100% of applications provide gender data. Monitor participation of women in leadership roles. Minimum 30% of innovation programme participants are women.	Annually	Pro-gramme Managers-PMO
5. Application to calls to calls for proposals	Embed the gender, diversity and inclusion dimension in the supported innovations.	Require applicants to explain how inclusivity, gender/sex analysis, and diversity of users are considered in problem assessments, solution development, and user profiling, where applicable.	At least 50% of funded proposals address gender and diversity considerations. 100% of funded proposals with GDI considerations receive follow-up from project officers before project closure.	Anually	Pro-gramme Managers

Category	Specific objectives	Action	Target	Timeline	Responsible
6. Selection/ evaluation of proposals	Embed the gender, diversity and inclusion dimension in the supported innovations.	Maintain and enhance GDI as an evaluation criterion for Calls for Proposals, assessing integration in design, implementation, impact, and consortium composition.	100% of calls include GDI as an evaluation criterion. Annual review of scoring outcomes and evaluator feedback. Minimum 30% of innovation programme participants are women.	Annually	Pro-gramme Managers
7. Selection/ evaluation of proposals	Increase participation of women in the innovation programmes to 30%, by 2027/ Supported innovations, unless specified otherwise in the topic description, incorporate gender and diversity dimension	Ensure gender balance in expert evaluation panels, jury, and selection committees.	At least 60% of panels meet gender balance thresholds.	Annually	Pro-gramme Managers
8. Implementation/ monitoring of projects	Increase participation of women in the innovation programmes to 30%, by 2027/ Embed the gender, diversity and inclusion dimension in the supported innovations	Integrate GDI perspectives into the Innovation impact framework.	GDI considerations integrated into the impact dimensions of the framework. Percentage of projects reporting on GDI indicators by 2027.	Annually	Impact Framework Project Manager
9. Monitoring of projects/Strategic Innovation Call	Increase participation of women in the innovation programmes to 30%, by 2027/Embed the gender, diversity and inclusion dimension in the supported innovations	Require mid-term project reports to include gender and diversity representation among team members.	100% of projects provide gender-disaggregated data in their mid-term reports.	Annually and by 2027	Pro-gramme Manager and PMO-ILOs
10. Final evaluation of projects/all calls	Increase participation of women in the innovation programmes to 30%, by 2027/ Supported innovations, unless specified otherwise in the topic description, incorporate gender and diversity dimension	Include dedicated GDI sections in project final performance reports covering team composition and how the innovation addresses GDI issues.	100% of final reports include GDI reporting. At least 10% of projects flagged per year for strong GDI integration.	Anually	Pro-gramme Managers/ PMO

Category	Specific objectives	Action	Target	Timeline	Responsible
11. Trainings	Increase participation of women in the innovation programmes to 30%, by 2027/ Embed the gender, diversity and inclusion dimension in the supported innovations	Invite project teams to use Academy-developed learning materials on gender equality and diversity in innovation.	Percentage of project partners attending at least one training per year.	Annually	Project Managers
12. Trainings	Increase participation of women in the innovation programmes to 30%, by 2027/ Supported innovations, unless specified otherwise in the topic description, incorporate gender and diversity dimension	Provide targeted GDI training for the Innovation team tailored to innovation, SMEs, and urban mobility.	Conduct at least 2 training sessions for the innovation team. 80% of participants improve understanding of gender mainstreaming, diversity and inclusion.	2026, 2027	Gender SPOC
13. Communication	Increase participation of women in the innovation programmes to 30%, by 2027/Embed the gender, diversity and inclusion dimension in the supported innovations	Produce an annual impact story highlighting GDI integration in innovation projects.	At least 1 GDI impact story published on social media annually.	Annually	Communication Officer
14. Communication	Increase participation of women in the innovation programmes to 30%, by 2027/Embed the gender, diversity and inclusion dimension in the supported innovations	Promote projects with GDI perspective in the EIT Urban Mobility Annual Report, including women-led and best practice projects.	Feature at least 1 women-led project and 1 gender/inclusion best practice project annually. Include a dedicated GDI section in the Annual Report.	Annually	Communication Officer

4.4 Thematic Area: RIS - CrossKics - All departments

Category	Specific objectives	Action	Target	Timeline	Responsible
1. RIS	Build impactful partnerships for gender equality in innovation and entrepreneurship in all EIT Community sectors by 2027	Ensure each RIS Hub includes at least one concrete measure to support women's participation and broader diversity in its yearly activity plan.	100% of RIS Hubs include at least one gender/diversity measure in their annual plan.	2026, 2027	RIS Hubs - Stakeholders and Ecosystem
2. RIS	Increase awareness of the EIT activities, results, and impact on gender equality, women entrepreneurship & leadership, in Europe and beyond	Identify and publicly promote at least one impactful women-led or gender-transformative initiatives within the RIS ecosystem each year.	At least 2 stories per year promoted through EIT Urban Mobility communication platforms.	Annually	RIS Communication-Stakeholders and Ecosystem
3. Cross-KICS	Integrate gender mainstreaming across all KIC activities and partnerships, ensuring alignment with the EIT Gender Equality Action Plan (2025–2027).	Ensure each Cross-KIC project applies its department's gender measures and actively promotes the EIT Gender Equality Action Plan across cross-KIC activities.	Percentage of Cross-KIC activities led by EIT UM explicitly reference or demonstrate alignment with the EIT Gender Equality Action Plan in calls, implementation plans, or reports.	Annually	Cross-Kics Department-Stakeholders and Ecosystem
4. Selection/ evaluation of proposals	Supported innovations, unless specified otherwise in the topic description, incorporate gender dimension	Integrate Gender and Diversity information into evaluators' trainings, including a self-assessment test to confirm understanding.	70% of evaluators complete the training and pass the test before evaluating proposals.	Annually	All departments with calls/ PMO/IT
5. Implementation and monitoring of the Plan	Ensure consistent and structured monitoring and evaluation of the Gender Equality and Inclusion Policy and Action Plan across all levels of the organisation.	Establish regular and structured monitoring and reporting mechanisms for the Gender Equality and Inclusion Action Plan, involving the Gender Equality and Inclusion Working Group, top leadership, relevant departments.	At least 85% of planned actions implemented on schedule. Timely submission of the Annual Gender and Inclusion Report. Continuous tracking and documentation of progress throughout the year.	Quarterly and Annually	Gender and Diversity working group/HR Lead/All departments

4.5 Thematic Area: Communications

Category	Specific objectives	Action	Target	Timeline	Responsible
1. Organize impactful events and communication campaigns on women entrepreneurship and leadership, gender equality in innovation	Increase awareness of the EIT Community activities, results, and impact on gender equality, women entrepreneurship & leadership, in Europe and beyond	Launch awareness campaigns via EIT Urban Mobility's social media and digital channels highlighting women in urban mobility.	Launch at least 1 campaign annually. Maintain or exceed average campaign performance since 2022.	Annually	Communications - Campaigns, Events
2. Organize impactful events on women entrepreneurship and leadership, gender equality in innovation	Increase awareness of the EIT Community activities, results, and impact on gender equality, women entrepreneurship & leadership, in Europe and beyond	Develop and implement event guidelines incorporating gender equality requirements, including protocols to prevent single-gender panels.	Collect annual feedback from Communication SPOCs on guideline application and effectiveness. Use feedback to inform ongoing improvements and ensure accountability.	Annually	Communications -Events
3. Incorporate women entrepreneurship & leadership/gendered innovation/diversity & inclusion topics into key KICs events.	Increase awareness of the EIT Community activities, results, and impact on gender equality, women entrepreneurship & leadership, in Europe and beyond	Enforce zero-tolerance policy for all-male panels in events where EIT Urban Mobility participates.	Track and report the number of single-gender panels and provide justification for any exception.	Annually	Communications -Events
4. Incorporate women entrepreneurship & leadership/gendered innovation/diversity & inclusion topics into key KICs events.	Increase awareness of the EIT Community activities, results, and impact on gender equality, women entrepreneurship & leadership, in Europe and beyond	Integrate gender and inclusion talking points in speaker briefings and event planning for key EIT UM events (Tomorrow.Mobility, Community Days).	Briefings include speaking points on gender equality, women entrepreneurship/ leadership, and diversity & inclusion. Ensure minimum 40% women on speaker lists and in panel discussions at key events.	Annually	Communications -Events Content preparation
5. Ensure gender bias free communication. Incorporate women entrepreneurship & leadership/gendered innovation/diversity & inclusion topics into key KICs events.	Increase awareness of the EIT Community activities, results, and impact on gender equality, women entrepreneurship & leadership, in Europe and beyond	Develop and maintain an internal repository of mobility-related experts, including gender information (with consent).	Achieve annual increase in the number and share of women experts in the repository. Ensure repository is shared with Communication SPOCs.	Anually	Communications - Events

Category	Specific objectives	Action	Target	Timeline	Responsible
6. Ensure gender bias free communication.	Increase awareness of the EIT Community activities, results, and impact on gender equality, women entrepreneurship & leadership, in Europe and beyond	Update the Brand Book to include specific guidelines on gender representation in visuals content.	Brand Book guidelines on gender balance and inclusion in visual materials updated and disseminated.	By 2027	Internal Communication
7. Ensure gender bias free communication.	Increase awareness of the EIT Community activities, results, and impact on gender equality, women entrepreneurship & leadership, in Europe and beyond	Organise staff training on the gender-sensitive/ neutral and inclusive language principles outlined in the internal Style Guide.	Conduct at least 2 training sessions annually. Training aligned with Style Guide principles.	2026, 2027	Internal Communication training

4.3 Thematic Area: People and culture
- Institutional Transformation

Category	Specific objectives	Action	Target	Timeline	Responsible
1. Support gender equality and diversity in the workforce	Ensure gender-balanced participation in EIT KICs at all levels [40% as a parity threshold]	Include in the recruitment protocol a provision that, in cases of equal qualifications and experience, preference will be given to the candidate from the underrepresented gender/sex.	100% of selection protocols include the underrepresented gender/sex preference clause.	Annually	HR team -Recruitment and selection
2. Support gender equality and diversity in the workforce	Support gender equality and diversity in the workforce	Implement a self-paced training and self-assessment on gender bias for all staff involved in recruitment and selection processes.	100% of staff involved in recruitment complete the gender bias self-assessment each year.	2026, 2027	HR team-Recruitment and selection
3. Support gender equality and diversity in the workforce	Ensure gender-balanced participation in EIT KICs at all levels [40% as a parity threshold]	Continue the implementation of inclusive recruitment measures established in the 2022–2024 action plan.	100% compliance with inclusive language and equal opportunity statements in job posts. At least 80% of interview panels meet gender balance criteria.	Annually	HR team-Recruitment and selection
4. Support gender equality and diversity in the workforce	Ensure gender-balanced participation in EIT KICs at all levels [40% as a parity threshold]	Develop a structured and objective promotion procedure that clearly outlines the phases, assessment methods, and decision-makers involved.	Internal mobility and promotion policy in place, accessible and implemented.	Annually	HR team - Career Development & Promotion
5. Support gender equality and diversity in the workforce	Ensure gender-balanced participation in EIT KICs at all levels [40% as a parity threshold]	Conduct an annual review of all promotions, disaggregated by sex, including details on professional group, functional position (origin and destination), type of contract, and type of promotion.	100% of changes in staff distribution monitored monthly. Data presented annually at the gender equality follow-up meeting.	Anually	HR team-Career Development & Promotion

Category	Specific objectives	Action	Target	Timeline	Responsible
6. Ensure transparency and fairness in job structure	Ensure inclusive, empowering working environment for all	Conduct a periodic review of the Job Evaluation system.	Job evaluation system reviewed at least once every two years.	2025, 2027	HR team-Compensation & Job Structure
7. Ensure transparency and fairness in job structure	Ensure inclusive, empowering working environment for all; Ensure gender-balanced participation in EIT KICs at all levels [40% as a parity threshold]	Continue offering equal access to leadership development initiatives, with a focus on increasing women’s participation and visibility.	At least 50% of participants in soft skills trainings are women. Mentoring programme ensures 50% gender balance, with priority given to pairing women mentees with senior mentors.	Annually	HR team-Compensation & Job Structure
8. Ensure transparency and fairness in job structure	Ensure inclusive, empowering working environment for all	Request the annual pay register from the external provider responsible for its preparation (Spain only).	Maintain or reduce the current salary gap, which is currently at 10%. Pay register obtained every year in Q1.	Annually	HR team-Compensation & Job Structure
9. Ensure transparency and fairness in job structure	Ensure inclusive, empowering working environment for all	Create a user-friendly guide to help employees understand their payslip and all its components, including salary supplements.	Guide published and shared with 100% of staff.	2025	HR team-Compensation & Job Structure
10. Ensure transparency and fairness in job structure	Ensure inclusive, empowering working environment for all	Maintain and reinforce existing measures to ensure fair, transparent, and equitable remuneration and benefits across all staff, regardless of gender or family status.	100% compliance with transparent and equitable remuneration policies. Maintain equal access to performance-related salary increases across genders. Annual review of salary increase statistics by gender to ensure no emerging disparities.	Anually	HR team -Compensation & Job Structure
11. Promote a culture of gender equality and inclusion across the organisation	Ensure inclusive, empowering working environment for all	Provide gender equality training for all staff across the organization.	At least 2 trainings are delivered. Training report includes sex-disaggregated data on participation and duration. At least 80% of participants report increased awareness of gender equality issues.	2026, 2027	HR team-Awareness & Capacity Building

Category	Specific objectives	Action	Target	Timeline	Responsible
12. Promote a culture of gender equality and inclusion across the organisation	Ensure inclusive, empowering working environment for all	Send regular communication to all staff about workplace policies, inclusivity, and diversity initiatives.	100% of staff to receive specific communications and reminders.	Annually	HR team-Awareness & Capacity Building
13. Support workplace health and well-being	Ensure inclusive, empowering working environment for all	Support women's health and well-being in the workplace with informative sessions and or information sharing.	1 women's health training session delivered per year. At least 80% of participants report the training increased their understanding or awareness.	Annually	HR team-Awareness & Capacity Building
14. Support workplace health and well-being	Ensure inclusive, empowering working environment for all	Raise awareness about the responsible use of electronic media and digital communication tools, particularly outside working hours.	Protocol made publicly available internally. Staff training on the protocol.	Annually	HR team-Awareness & Capacity Building
15. Support workplace health and well-being	Ensure inclusive, empowering working environment for all	Maintain and communicate flexible work arrangements and up-to-date work-life balance measures.	All current measures reviewed and published on the intranet annually. Maintain or improve the 2024 work-life balance satisfaction score of 84/100.	Anunally	HR Team - Inclusive workplace policies
16. Support workplace health and well-being	Ensure inclusive, empowering working environment for all	Include breastfeeding women in the protocol for the prevention of risks for particularly vulnerable workers and internally disseminate this updated protocol.	Protocol updated and disseminated annually to all staff. Ensure 100% of relevant cases are communicated and supported.	Annually	HR Team - Inclusive workplace policies
17. Support workplace health and well-being	Ensure inclusive, empowering working environment for all	Develop and publish the LGBTQI+ protocol, ensuring it aligns with organizational values and legal requirements.	100% publication and dissemination to all employees within the set timeline.	2025	HR Team - Inclusive workplace policies

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