

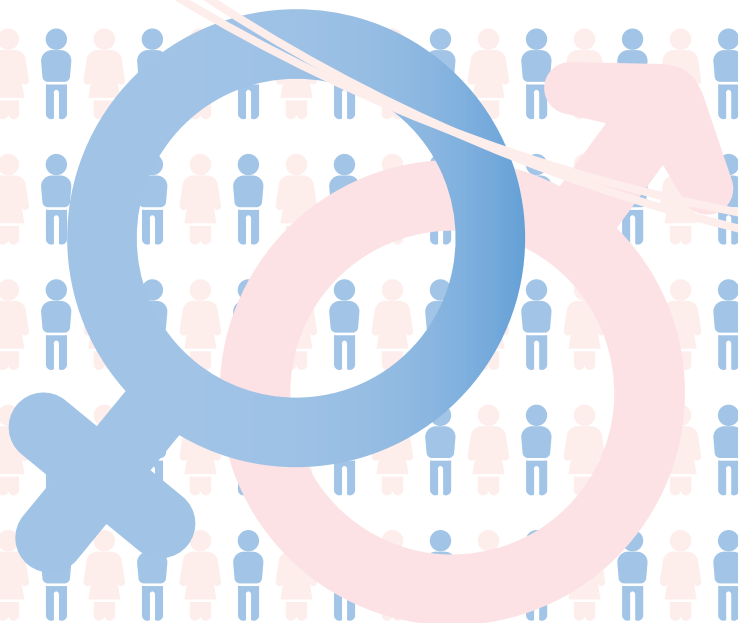


LE GOUVERNEMENT  
DU GRAND-DUCHÉ DE LUXEMBOURG  
Ministère de la Santé  
et de la Sécurité sociale

2024

# GENDER-EQUALITY PLAN

For the Ministry of Health  
and Social Security of Luxembourg and  
the administrations under its responsibility



# 2024 GENDER-EQUALITY PLAN (GEP)

Administrations of the Ministry of Health and Social Security of Luxembourg



LE GOUVERNEMENT  
DU GRAND-DUCHÉ DE LUXEMBOURG  
Ministère de la Santé  
et de la Sécurité sociale

Direction de la santé



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## 1. Foreword by the Minister

“The Gender Equality Plan (GEP) is an important milestone in our commitment to gender equality. It is a vital tool in achieving our goal of true equality in employment within the Ministry of Health and Social Security and the administrations under its responsibility.

Putting equality at the heart of our work is of paramount importance. We are committed to implementing concrete measures that promote equal treatment, facilitate work-life balance and encourage balanced decision-making.

The Government is also committed to taking steps to achieve a more balanced representation in senior positions in the public service. With our new organisational structure, we have strengthened equal representation in senior positions. In addition, we have recently abolished Mandatory Presence Time (MPT), giving our staff greater flexibility.

Another key measure is the appointment of a gender equality officer. This delegate will play a crucial role in producing an annual report on progress towards equality. They certainly will also listen to the concerns and suggestions of all our employees.

I am convinced that these measures will move us towards a structure where equality is written with a capital ‘E’. Together, we can create an inclusive environment where the talents and skills of each individual are valued, regardless of gender.

Achieving gender equality is an ongoing process that requires our commitment and determination. I am proud to present this Gender Equality Plan and invite all members of the Ministry of Health and Social Security and the administrations under its responsibility to actively participate in its implementation.

Furthermore beyond equality we aim at putting in place a true equity by taking into account each individual according to his capacities, not only by considering gender. Together, we can build an exemplary Ministry where gender equality is not just a goal, but a daily reality.”

– Martine Deprez, Minister of Health and Social Security

## 2. Introduction

Gender equality is not only a fundamental value of the European Union and a UN sustainable development goal, but it is also a cornerstone of the European Pillar of Social Rights<sup>0</sup>. It plays a crucial role in attracting and retaining talent, as it guarantees that all staff members will be valued and recognized fairly and appropriately.

This GEP was prepared to highlight the current measures in place and the way forward regarding gender equality at the Ministry of Health and Social Security of Luxembourg. The publication of this GEP is a prerequisite for future participation of the Ministry of Health and Social Security and the administrations under its responsibility in the Horizon Europe programme.

## 3. Objectives

The objectives of this GEP are as follows:

- > To ensure that all staff members have equal opportunities for recruitment, training, and career development, regardless of gender.
- > To continue the fight against gender-based discrimination and harassment within the workplace.
- > To promote a culture of respect and dignity towards all staff members.
- > To improve the work-life balance of staff members, particularly those with caring responsibilities.
- > To increase the representation of women in leadership positions within the organization.

## 4. Commitment

In line with the national action plan on equality between men and women<sup>1</sup>, the Ministry of Health and Social Security and the administrations under its responsibility recognizes that gender equality is a fundamental human right and commits to promoting gender equality and creating a working environment that is free from discrimination and bias. This GEP outlines our objectives and actions for achieving gender equality in our organization.

## 5. Gender-equality in public administrations in Luxembourg

Article 1152 of the Constitution of Luxembourg forms the legal basis for gender-equality in Luxembourg<sup>2</sup>. The government is committed to a continuation in promoting gender-equality, as exemplified by:

- > The creation of an interministerial work group in 1996<sup>3</sup>
- > Creation of the Equality delegate in the civil service in 2004, revised in 2017<sup>4</sup>

0) <https://ec.europa.eu/social/main.jsp?catId=1606&langId=en>  
1) <https://gouvernement.lu/dam-assets/documents/actualites/2020/07-juillet/Plan-d-action-national-Egalite.pdf>  
2) [http://data.legilux.public.lu/eli/etat/leg/recueil/droits\\_homme/20200428](http://data.legilux.public.lu/eli/etat/leg/recueil/droits_homme/20200428)  
3) <https://mega.public.lu/fr/acteurs/comites/interministeriel.html>

- > Goals to achieve equality between women and men, defined in the Accord de Coalition 2023-2028<sup>5</sup>
- > The creation of the equality observatory (Observatoire de l'égalité)<sup>6</sup> in 2023

## 6. Gender-equality at the Ministry of Health and Social Security and and the administrations under its responsibility in Luxembourg

The healthcare sector and its workforce on a global and also on a national level exhibit a gender imbalance favoring women. This is also reflected in the workforce of the Ministry of Health and Social Security and the administrations under its responsibility in Luxembourg. This fact has to be taken into account in the daily administration and creation of equal opportunities in order to avoid any systemic or implicit biases, either in recruitment, promotion and quality of work/life. Some of these issues, such as the gender pay gap, are not applicable in this case, as the legal provisions determining the salaries of the public work force are gender neutral and determined by law.

An important role in guaranteeing gender equality, as well as surveilling, implementing and further strengthening this GEP, lie in the hands of the gender equality officer. This role is explained in more detail further below. The Ministry of Health and Social Security has recently appointed a gender equality officer. In order to ensure follow-up in this area within its administrations, we are currently in the process of selecting equality officers for each of the administrations where the position is currently vacant. This first version of the GEP will thus be provisional and lay out the roadmap for a more ambitious and complete second version.

### Statistics

- > Staff numbers by sex/gender at all levels, by disciplines, function (including administrative / support staff) and by contractual relation to the organization
  - See below
  - Additional subdivision by qualification level is currently not collected in a disaggregated manner – this will be done in a future edition
- > Average numbers of years needed for women and men to make career advancements (per grade and by discipline)
  - No difference as defined by law<sup>7</sup>
- > Wage gaps by sex/gender and job
  - No difference as defined by law
- > Numbers of women and men in academic and administrative decision-making positions
  - See below
- > Numbers of female and male candidates applying for distinct job positions
  - This is currently not collected in a disaggregated manner – this will be done in a future edition
- > Numbers of women and men having left the organisation in past years, specifying the numbers of years spent in the organization

5) <https://gouvernement.lu/fr/publications/accord-coalition/accord-de-coalition-2023-2028/accord-de-coalition-2023-2028.html>

6) <https://observatoire-egalite.lu/>

7) [http://data.legilux.public.lu/eli/etat/leg/code/fonction\\_publique](http://data.legilux.public.lu/eli/etat/leg/code/fonction_publique)

- This is currently not collected in a disaggregated manner – this will be done in a future edition
- > Numbers of staff by sex/gender applying for/taking parental leave, for how long and how many returned after taking the leave
  - See below
- > Number of training hours/credits attended by women and men
  - This is currently not collected in a disaggregated manner – this will be done in a future edition

## 7. Gender equality plan

As mentioned above, this current version of the GEP is provisional and lays the groundwork for a gap analysis to be carried out once all the positions of gender equality officers in the Ministry of Health and Social Security and the administrations under its responsibility have been filled.

### Targets

#### 1) Gap analysis and workplan for the gender equality officer

- > Lead: Gender equality officer
- > Status:
  - Ministry of Health and Social Security : appointment of a gender equality officer in May 2024
  - Administrations : Currently pending, as some positions are vacant
- > Deliverable:
  - Gap analysis for gender equality issues
  - Work plan for strengthening the role and addressing the gaps identified
  - Second edition of the GEP

**2) Increase the representation of women in leadership positions: We will strive to achieve gender balance in leadership positions by increasing the percentage of women in senior management roles the next five years. We will actively encourage and support women in career development and leadership positions.**

- > Lead: Gender equality officer, HR
- > Status: XXX
- > Metrics:
  - % of women in leadership positions<sup>8</sup>
  - Selection rate for women vs men<sup>9</sup>
- > Possible actions, to be elaborated by the gender equality officer :
  - Gender balanced selection committees
  - Training programmes on unconscious biases for selection committees
  - Career development programmes for women

8) Direction, Chef de Pôle, Chef de division, Chef de Service

9) Gender-disaggregated: Number of selected candidates divided by applications received

**3) Improve work-life balance:** We will implement measures that enable employees to balance their work and personal lives, including flexible working hours, parental leave, and remote work options<sup>10</sup>. We will actively promote a culture of work-life balance and ensure that all employees have equal opportunities to access these benefits.

### Objectives:

Ensure that all employees, including those on parental leave or with caring responsibilities, are given equal opportunities to participate in training and development activities.

- > Lead: Gender equality officer, HR
- > Status:
  - Already in place, additional actions as below
- > Metrics:
  - % of employees participating in training activities (total, by gender, on parental leave)
  - Evaluate annually in progress report
- > Actions:
  - Internal information campaign
  - Regular communication activities
  - Additional actions as required by metrics (e.g. gender imbalance, change over time)

Develop and implement policies and practices that support employees with caring responsibilities, including parental leave, carers' leave, and flexible working arrangements.

- > Lead: HR
- > Status:
  - Already in place<sup>11</sup>
- > Actions:
  - Annual revision of policies and practices as needed

Monitor the uptake of flexible working arrangements<sup>12</sup> by employees of all genders.

- > Lead: HR
- > Status:
  - Equal access is guaranteed by law. However, unconscious bias might have to be evaluated using below metrics
- > Metrics:
  - % of eligible employees using flexible working arrangements, by type of arrangement (congé parental/social, home-office, Compte épargne-temps) (total, by gender, ...)
  - Evaluate annually in progress report

10) All three are already in place

11) [http://data.legilux.public.lu/eli/etat/leg/code/fonction\\_publicque](http://data.legilux.public.lu/eli/etat/leg/code/fonction_publicque)

12) Defined as using homeoffice and/or CET (compte épargne temps, [https://fonction-publique.public.lu/content/dam/fonction\\_publicque/fr/publications/brochures/Guide\\_CET.pdf](https://fonction-publique.public.lu/content/dam/fonction_publicque/fr/publications/brochures/Guide_CET.pdf)). Additional information under <https://fonction-publique.public.lu/fr/support/faqs/organisation-temps-travail.html>

- > **Actions:**
  - Start collection of disaggregated statistics
  - Information page on intranet
  - Regular communication

#### Sexual Harassment and Violence: Develop and implement a policy and procedures to prevent and address sexual harassment and violence

- > **Lead:** Gender equality officer
- > **Status:**
  - Policy already in place<sup>13</sup>
- > **Actions:**
  - Revise need for further actions based on report by gender equality officer
  - Annual revision of policies and practices as necessary

**4) Combat gender-based violence and harassment: We will take a zero-tolerance approach to gender-based violence and harassment and ensure that all employees are aware of our policies and procedures for reporting and addressing such incidents. We will also provide training and support to prevent and respond to gender-based violence and harassment in the workplace.**

- > **Lead:** Gender equality officer, Communication
- > **Status**
  - Already in place
- > **Actions:**
  - Revise need for further actions based on report by gender equality officer

**5) Promote gender-sensitive policies and practices: We will ensure that our policies and practices are gender-sensitive and promote training activities on gender equality, including recruitment and selection processes and performance management.**

- > **Lead:** Gender equality officer, INAP<sup>14</sup>
- > **Status:**
  - Already in place, covered in missions of gender equality officer
- > **Objectives:**
  - Develop and deliver gender-awareness training for all employees, including managers and supervisors. Existing, relevant modules :
    - Politique de l'égalité entre les femmes et les hommes<sup>15</sup>
    - Rôle et missions de la/du délégué-e à l'égalité dans la Fonction publique et dans les Communes<sup>16</sup>
    - Déescalation psychologique<sup>17</sup>
    - Premiers secours en santé mentale<sup>18</sup>
      - Combattre les risques psycho-sociaux au travail<sup>19</sup>
  - Provide training on unconscious bias and gender stereotypes to mitigate their impact on recruitment, selection, and promotion.
    - Organized by the Ministry for Gender Equality and Diversity<sup>20</sup>

13) [http://data.legilux.public.lu/eli/etat/leg/code/fonction\\_publicque](http://data.legilux.public.lu/eli/etat/leg/code/fonction_publicque)

14) National institute for public administration, <https://inap.gouvernement.lu/en.html>, offering and developing training modules

15) [https://fonction-publique.public.lu/fr/formation-developpement/catalogue-formations/secteur-etatique/04organisa/04-6-egalch/et\\_04-6-3-25.html](https://fonction-publique.public.lu/fr/formation-developpement/catalogue-formations/secteur-etatique/04organisa/04-6-egalch/et_04-6-3-25.html)

16) [https://fonction-publique.public.lu/fr/formation-developpement/catalogue-formations/secteur-etatique/04organisa/04-6-egalch/et\\_04-6-3-33.html](https://fonction-publique.public.lu/fr/formation-developpement/catalogue-formations/secteur-etatique/04organisa/04-6-egalch/et_04-6-3-33.html)

17) [https://fonction-publique.public.lu/fr/formation-developpement/catalogue-formations/secteur-etatique/02communic/02-3-commcic/et\\_02-3-1-19.html](https://fonction-publique.public.lu/fr/formation-developpement/catalogue-formations/secteur-etatique/02communic/02-3-commcic/et_02-3-1-19.html)

18) [https://fonction-publique.public.lu/fr/formation-developpement/catalogue-formations/secteur-etatique/04organisa/04-8-santrav/et\\_04-8-1-33.html](https://fonction-publique.public.lu/fr/formation-developpement/catalogue-formations/secteur-etatique/04organisa/04-8-santrav/et_04-8-1-33.html)

19) [https://fonction-publique.public.lu/fr/plus/actualites/articles-actualites/2017/05/20170519\\_guidedebonnespratiques.html](https://fonction-publique.public.lu/fr/plus/actualites/articles-actualites/2017/05/20170519_guidedebonnespratiques.html)

20) <https://mega.public.lu/fr/communes/Formations-en-matiere-d-egalite.html>



## Chronological overview

1. **Audit phase - 2024-2025:**
  - Internal data are collected
  - Identification of gaps
    - Analysis of human resource data and practices, in consultation with relevant stakeholders, including employees and employee representatives
      - » Evaluate the organization's recruitment, selection, promotion, and training practices to ensure that gender equality is upheld.
      - » Identify gaps in the organization's policies, procedures, and practices that may contribute to gender imbalances or discrimination.
    - Discussions between gender equality officer and employees, analysis of past, annual reports by gender equality officer
  - Publication of first version of the GEP
2. **Planning phase - Q3-Q4 2024:**
  - Further discussion of the topic at the management level and validation
  - Outline of the second GEP based on gaps, international best practice, and reports by the newly appointed gender equality officer
  - Establishment of the internal work group
3. **Publication (of the second GEP) - Q1 2025:**
4. **Implementation phase - Q1 2025-Q4 2025**
5. **Monitoring phase - continuous**
  - Different metrics are analyzed for monitoring of identified and emergence of new or undetected gaps. The metrics are listed throughout the GEP and will be updated annually or as necessary.
  - Implementation status of GEP action points are monitored
  - A yearly report is written by the gender equality officer and attached to the public GEP

## 8. Resources for the design, implementation and monitoring of the GEP

### Human resources:

- › GEP work group (see above)
  - Gender equality officer:
    - » Ministry of Health and Social Security : appointment of a Gender Equality Officer in May 2024
    - » Administrations : Currently pending, as some positions are vacant (to be filled Q3 /4 2024)

- **Mission:**
  - » make proposals on any issue relating directly or indirectly to equality between men and women in terms of access to employment, training, professional promotion, remuneration and working conditions
  - » propose awareness-raising actions
  - » consult with staff
  - » submit individual or collective complaints to the line manager
  - » ensure the protection of staff against sexual or professional harassment during working relationships
  - » issue an opinion on the working hours to be applied
  - » issue an opinion on any request for part-time service or leave for “optional” part-time work (Article 31, par. 2 of the Staff Regulations)
  - » consult at least once a year with the other delegates with a view to coordinated actions
  - » submit an annual report to the responsible minister
- > **Communication team**
  - internal communication of actions, trainings
  - alignment of external communications with GEP
- > **HR**
  - Monitor gender-neutral recruitment process
  - Ensure that job descriptions and selection criteria are gender-neutral and free from discriminatory language
- > **Executive committee**
  - Monitor gender-balanced composition of selection and promotion panels to mitigate unconscious biases
  - Encourage the promotion of qualified individuals of all genders to senior positions within the organization

#### **Training and capacity-building INAP**

- > See training modules above. Further training may be suggested based on the ongoing analysis of gaps and needs.

#### **Annual reporting and indicators**

## 9. Data and statistics

### % of women – status 25.05.2024

#### 1) Ministry of Health and Social Security – 68 % women

- > Total : 94, of which 64 women, 30 men
- > By type of contract
  - Fixed contract CDI : 100%, 68 women, 30 men
  - Temporary contract CDD : 0%, 0 women, 0 men
  - % of men having a fixed contract: 0%
  - % of women having a fixed contract: 0%
- > By FTE (is currently not collected in a disaggregated manner – this will be done in a future edition)
  - Full time: XX% of women  
XX% of men
- > Recent recruitments (2023): 73% women
- > By work flexibility:
  - Gender balance parental leave<sup>21</sup>
    - 100% of employees currently using parental leave are women
  - Gender balance unpaid leave<sup>22</sup>
    - 0% of employees currently using unpaid leave are women
- > By status – to be calculated in a future edition
  - Groupe de traitement A1 - Master ou équivalent
  - Groupe de traitement A2 - Bachelor ou équivalent
  - Groupe de traitement B1 - Diplôme de fin d'études secondaires classiques ou secondaires générales ou diplôme de technicien ou brevet de maîtrise
  - Groupe de traitement C1 - 5 années d'études secondaires classiques ou secondaires générales ou diplôme DAP
  - Groupe de traitement D1 - 5 années d'études secondaires classiques ou secondaires générales ou diplôme DAP
  - Groupe de traitement D2 - 2 années d'études secondaires classiques ou secondaires générales
  - Groupe de traitement D3 - Moins de 2 années d'études secondaires classiques ou secondaires générales

#### 2) Administrations – 69% women

- > Total : 607, of which 419 women, 188 men
- > By type of contract
  - Fixed contract CDI : 95%, 396 women, 183 men
  - Temporary contract CDD : 5%, 23 women, 5 men
  - % of men having a fixed contract: 0.8%
  - % of women having a fixed contract: 3.8%
- > By FTE (is currently not collected in a disaggregated manner – this will be done in a future edition)
  - Full time: XX% of women  
XX% of men

21) Parental leave (congé parental) includes full-time leave or other flexible arrangements foreseen by law: <https://guichet.public.lu/en/entreprises/ressources-humaines/conges/situation-perso/conge-parental.html>

22) Unpaid leave - congé sans traitement: <https://fonction-publique.public.lu/fr/carriere/organisation-temps-travail/conges-absences/autre-occupation/conge-sans-traitement-raison-personnelle.html>

- > Recent recruitments (2023): 75% women
- > By work flexibility:
  - Gender balance parental leave<sup>23</sup>
    - 85% of employees currently using parental leave are women
  - Gender balance unpaid leave<sup>24</sup>
    - 66% of employees currently using unpaid leave are women
- > By status
  - Groupe de traitement A1 - Master ou équivalent
  - Groupe de traitement A2 - Bachelor ou équivalent
  - Groupe de traitement B1 - Diplôme de fin d'études secondaires classiques ou secondaires générales ou diplôme de technicien ou brevet de maîtrise
  - Groupe de traitement C1 - 5 années d'études secondaires classiques ou secondaires générales ou diplôme DAP
  - Groupe de traitement D1 - 5 années d'études secondaires classiques ou secondaires générales ou diplôme DAP
  - Groupe de traitement D2 - 2 années d'études secondaires classiques ou secondaires générales
  - Groupe de traitement D3 - Moins de 2 années d'études secondaires classiques ou secondaires générales

### % of women in leadership positions – status 25.05.2024

#### 1) M3S – 36%

- > Minister : 100%, 1 woman
- > General coordinators : 50%, 1 man, 1 woman
- > Advisors : 20%, 4 men, 1 woman
- > Chef de service : 70%, 3 men, 7 women

#### 2) Administrations – 60 %

- > Directors : 40 %, 3 men, 2 women
- > Deputy directors : 50%, 4 men, 4 women
- > Head of department : 55%, 18 men, 22 women

#### 3) Average between M3S & Administrations – 48%

23) Parental leave (congé parental) includes full-time leave or other flexible arrangements foreseen by law: <https://guichet.public.lu/en/entreprises/ressources-humaines/conges/situation-perso/conge-parental.html>

24) Unpaid leave - congé sans traitement: <https://fonction-publique.public.lu/fr/carriere/organisation-temps-travail/conges-absences/autre-occupation/conge-sans-traitement-raison-personnelle.html>



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