imec
embracing a better life







Gender Equality Plan

for imec

Document version history

Version 3 – December 2025

Imec's Executive Board has validated the Balanced Scorecard and KPI's for 2026, including the KPI on women in leadership, during the Board meetings in November and December 2025.

Imec reports on GEP progress every year, in the "Annual and sustainability report".

Preface – Lisbeth Decneut, CHRO

Imec has defined **Diversity & Inclusion as one of three key corporate priorities starting in 2020**. Not because this is fashionable. Because you, the people of imec, told us to do so. You gave this feedback via our engagement and wellbeing survey, via many other conversations we have on a regular basis, via exit interviews. That was an important trigger to put this on the agenda.

It came a bit as a surprise. Imec according to me has been an impressively diverse, open, and inclusive workplace from its start. But in recent years I must admit I see two major changes. **Around us, the bar has been raised**, making us from a front runner into a member of the pack. Also, we have reached a point where "ordinary" actions can no longer take us beyond. With a **risk of stagnation**, especially with respect to gender equality. The Gender Equality plan presented here, is part of our endeavor to break this status quo and do better for the decade to come.

It does feel somewhat outdated. Young people entering imec today think and speak very differently. Being the entire you, without any labels. To make room for these next-generation questions, we must do better in today's sticky issues. **Gender equality should be a given.**

This plan presents many visible, tangible, and impactful actions and progress made in the past five years towards gender equality, which are seamlessly linked to the actions we aim to take in the years to come. **We start from ambitions, fully endorsed by our Executive Board:**

> *We want to have **25% women in leadership.***
>
> *We want everyone to feel part of imec and feel equally treated, and we want to measure this sense of **inclusion** in our engagement and wellbeing survey. **We don't want to see any significant differences between women versus men**.*

Paper in its own, even when called imec's Gender Equality Plan, will never make a difference. A shared responsibility about which imec communicates very explicitly and invitingly, will. If we feel this is **"our" ambition**, then we are ready to take a big step forward.

Managers, please dig into this plan and our policies. Make them your own, live them. And yes, there is a lot we cannot change. For instance, we can't make 50% of students in STEM women. But there is a lot we can control. We can make sure that the 30% women that come to imec, stay at imec, that they don't leave for the wrong reasons. We can make sure that strong women grow within imec. And we need to challenge any biases in our thinking, to be able to do so.

imec colleagues, yes, you can contribute too! Speak your mind about how you feel – do you feel included, do you feel you can be yourself; you can be "you", at imec? And don't look the other way, don't tolerate sexist behavior. Invite each other to think and speak again.

HR will support you as much as possible. For instance, it's hard to measure progress without data. An implemented dashboard so that teams and managers have their own data, and can easily monitor their progress, is an important action of the Gender Equality Plan.

These actions, and many more, are reflected in the plan

Let's make sure that we mean it, when we say we are an inclusive, Gender Equal workplace!



Lisbeth Decneut
Executive Vice President - CHRO imec
Signing on behalf of the imec Executive Board

Where are we now?

1. Diversity – from a gender perspective

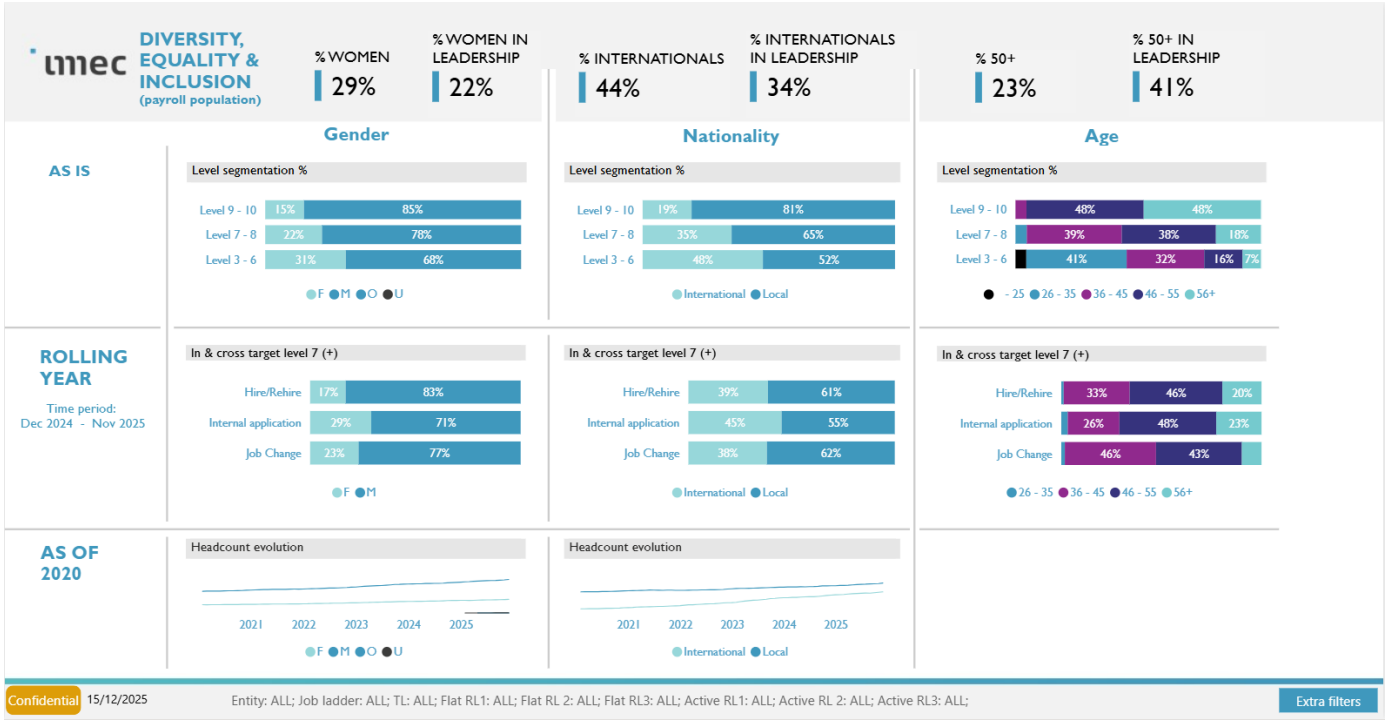
Over the last 5 years, imec continued to grow. The total employment at imec now reaches about **6.600 employees** (November 2025), of which 54% are payroll and 46% are non-payroll. Non-payroll mainly concerns guest researchers and industrial residents within the framework of programs, but also PhD students and interim or flex forces.

In this gender equality plan, we scope our numbers and actions to our payroll employees first and foremost; but we include our non-payroll population whenever useful and necessary. For instance, because PhD students are an important part of our talent pipeline and hence an important group to help grow the number of female researchers. Or, because inclusion and a sense of belonging is something we want to achieve for all women at imec, whether payroll or non-payroll.

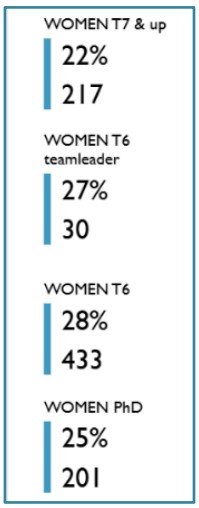
Over these years, we observe a steady growth in **international** representation (52% overall non-Belgian, 47% overall non-Belgian or Dutch) within imec's workforce. We see this growth at all target levels, even the highest. Researchers are being recruited from all over the world. More recent is our growth in international entities. 7.2% of employees today work for imec outside of Belgium.

We have also seen our **female** representation improve to **29%** within our payroll population. Unfortunately, at higher target levels the proportion of women has stabilized: 22% at target level 7 and 8, 15% at target level 9 and 10.

By age, we harbored a workforce with a rather stable distribution over the years. Now we do see 23% **50 years or older** among our payroll population, which means we are slowly evolving from 1/5 to 1/4 50+ in the organization.



Female, nationality and age representation. Payroll, November 2025.
"International" equals not of BE or NL nationality.



Over these last 5 years, **the female pipeline** towards the highest levels within our organization, **has improved** in terms of representation of women, but can be strengthened even more.

Our Diversity, Equity & Inclusion dashboard however gives us detailed insight into status (tied to the organization) ánd movement in and out via (re)hire, job change (e.g. promotion) and exit, on all target levels. This helps to prioritize the right goals and actions, corporate and within the departments.

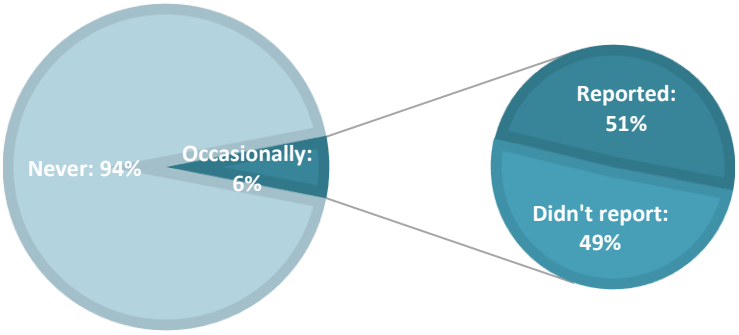
Female talent pipeline. Payroll, November 2025.

2. Inclusion – from a gender perspective

Imec's bi-yearly connected.minds engagement and wellbeing survey includes questions about equal opportunities and unwanted behavior. The last edition launched in March 2025 offers us interesting insights into how inclusive we are, according to the survey population: payroll, and payroll equivalents like PhD students and certain flexforces.

The survey asks whether **everyone feels accepted and treated equally**, regardless of background or personal characteristics, in the immediate work environment within imec. The overall **agreement of 7.9 (out of 10)** is very good and rose compared with 2022, but interestingly, women scored 7.5 out of 10 whereas men scored 8.0 out of 10. Women especially feel less safe to talk to colleagues about their behavior than men.

Subtle behaviors or remarks of disrespect and exclusion were experienced by **25%** of employees. There is a difference between women and men: 35 % of women report these behaviors and remarks, compared with 23% of men. We observe the same with **undesirable behavior**, such as sexual harassment, bullying, discrimination, racism, aggression, or violence. Luckily only **6%** of imec employees experienced this, and all occasionally. But women experience it more: 10% of women versus 5% of men. In open comments, bullying and discrimination are mentioned most, followed by e.g. being gossiped about, ignored or accused, looked down upon etc. Reporting levels with 51% are too low.



Whenever an employee leaves imec, they are asked to fill out a short **exit questionnaire** and have an **exit interview** with their HR BP. For exits in 2025, these data show 18% of women compared with 6% of men consider imec to be **"not inclusive"**.

Combined, we see positive overall results but differences between women and men that leave room for improvement.

Why change?

Why do we put gender equality (high) on the agenda?

To start with, **we can do better**, and we want to. Imec wants to **set a positive example** to other companies and society at large. Europe has set specific requirements for next waves of funding. Our partners ask for efforts from our side as well, they put it high on the agenda for collaboration or funding, where it should be. If we strive for excellence in everything we do, we need to be the best when it comes to treating everyone equally and being inclusive in every possible way as well.

To continue, **research provides interesting indications** that diversity **unlocks innovation** and drives business - a finding that should intensify efforts to ensure that the leadership ranks both embody and embrace the power of differences. There is a strong business case for it. It is a competitive advantage as it drives engagement, attracting talent, better decision making, understanding market evolutions - all key for innovation. If innovation is our nature, then diversity and inclusion should be our choice.

Note that diversity to imec is about much more than gender - which is nonetheless the focus of this plan. It starts with representation of women, especially in R&D and among the higher levels of our organization. But it doesn't end there. From representation to truly being inclusive and treating everyone equally to increasing the feeling of belonging and support, there is work to be done. **Imec puts a gender diversity ambition forward** in this Gender Equality Plan, **but imec also adds a gender inclusion ambition**.
Our vision statement for an "Inclusive Workplace" will lead the way:

The mission, vision, and values of imec are built on the foundations of respect and diversity.

We actively embrace diversity of all kinds; it fuels our creativity and disruptive innovation.

We want to make a positive difference in our workplace and in the world by ensuring equality between all staff, including everything which makes you unique.

We are committed to be an inclusive workplace, that creates a sense of belonging for everyone, a place where everyone can be the best version of themselves.

Our Gender Equality ambition

Imec's Executive Board reconfirms these gender equality ambitions for 2026



With respect to **diversity**, we aim to grow to 25% of women in leadership:

- We need to improve representation of women starting from our level 7 roles (technical or people leaders), and up.

With respect to **inclusion**, we aim for a high overall score – 8 out of 10.

- But most importantly, we want women to score inclusion and equal treatment the same as men do.
- Inclusion is measured bi-annually. The next measurement opportunity is in 2027.

These ambitions are part of **imec's Balanced Scorecard** as lever for their implementation. This way,

- Our Gender Equality ambitions will be taken as serious as safety or privacy or any of the other goals in the BSC.
- Our Gender Equality ambitions will be reported and followed-up on a structured and systematic basis.
- Including differentiated department targets under these corporate targets helps to motivate.

To this last end, one important action we take, is to **provide access to the D&I dashboard for management**, showing our workforce broken down by diversity characteristics including sex; and our inflow, promotions and exits broken down by these characteristics as well. This will inform whether the actions in this plan are producing the desired results:

- Do we see our overall representation of women improving, across all organizations and levels of imec?
- Are we improving representation of women in our inflow and promotions? And are we preventing the avoidable loss of talented women for imec (exits)?
- What is actionable for us as an organization (corporate as well as locally): which buttons should we push (more) to achieve our goals?

Our team



Lisbeth Decneut
Executive Vice President CHRO



Katrien Marent
Executive Vice President CMO

Two **co-sponsors lead by example** with respect to **Diversity & Inclusion** at imec. They share a vision, a "dream".

- They occasionally meet and steer the project team, tuning the overarching storyline, the level of ambition, the desired results, the priorities.
- They act as a speaker on the topic, both internally as well as externally. Recent examples include ASML's "Be You, Women"-event, or panel discussions during imec's PTW or ITF world ("Building a Diverse Talent Pool in the Semiconductor Industry").
- But most importantly: they embody diversity and inclusion. Both Lisbeth and Katrien attach the highest value to the fact that diversity and inclusion should not be addressed only by the "token" representative, nor only by CMO or HR. It is in other words important to involve employees from the business – as DEI ambassadors. They drive actions, spark conversations, and help make sure all voices are heard.



Evelien Kippers
HR Project Lead



Matthias Nauwelaers
Talent Business Partner - DEI and Instructional Design



Kristin Robeyns
Internal communication specialist



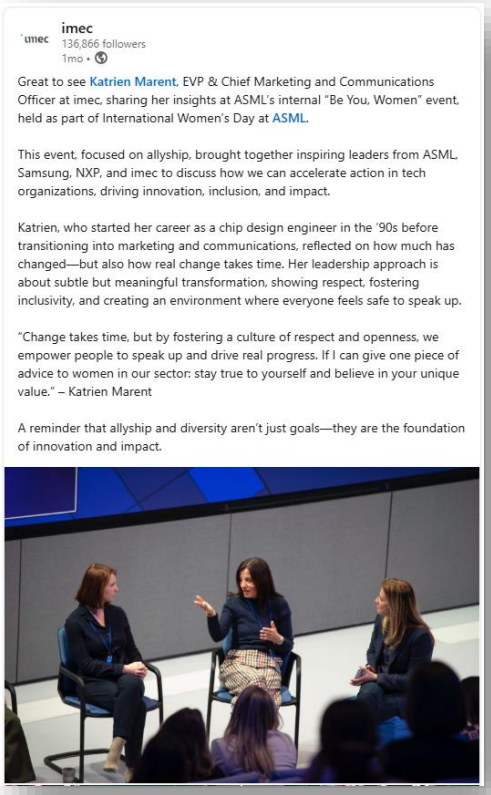
Vincent Van Dam
Talent Business Partner - Wellbeing & Engagement



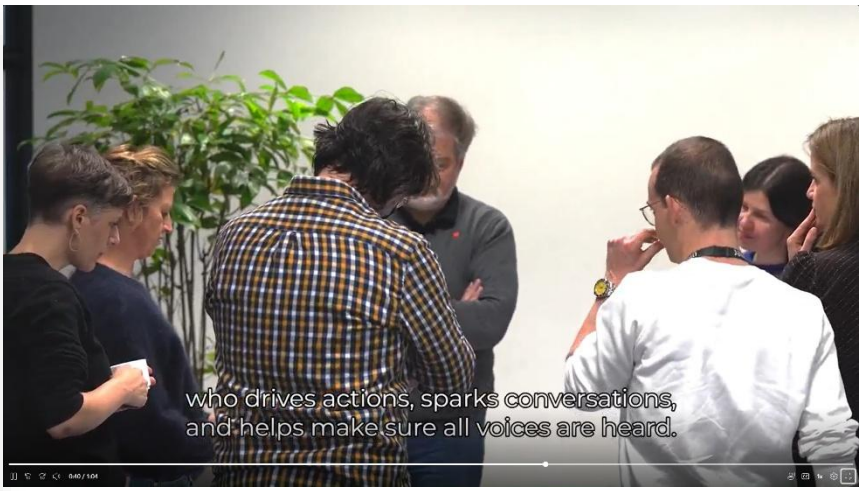
Stefanie Verbeeck
Internal communication specialist

The **D&I core team** consists of five members (three from HR and two from CMO) working on several topics and actions together with the DEI department ambassadors. All specifically work on gender equality as well. The core members are pictured above. Imec commits at least 1.5 FTE to diversity & inclusion in general and gender equality more specifically.

Finally, a **vibrant D&I viva engage community** of no less than 260 members is installed in imec Teams. Members use this channel to share ideas, thoughts, interesting stuff to read – view – listen, to testify, … And to participate in community activities like panel discussions or virtual talks.



ASML's "Be You, Women" event



D&I Ambassadors during a Diversity Fresk

Even though this grassroots approach is part of the appeal, the success, and the charm of the program so far, to truly move into the right direction, it is important to give the topic corporate leverage. Hence, our ambition added to this plan, and the resources we commit to make it happen. This includes the two sponsors, the 1.5 FTE project members on a continuous basis, but also budgets provided every year in both HR and Communication for campaigns, training, expert speakers, or participants to panel discussions, etc.

Overview of our action plan

Gender Equality **Ambition in BSC**	Diversity: **25%** of women in leadership (**T7 and up positions**)
	Inclusion: **8/10** score for men ánd women by 2027
	DEI dashboard to monitor and follow-up rolled-out with management by 2027
Gender Equality in **Recruitment and career progression**	Improve imec's employer brand and **recruitment and hiring communication**
	Build and actively manage **talent pools for female STEM profiles**
	Monitor and remove gender **bias** in **processes** for hiring and promotion
Gender Balance in **leadership and decision-making**	*See under Ambition in Balanced Scorecard*
Work-life Balance and Organizational **culture**	Implement (international) **Hybrid Workplace Experience**
	Embed **value-based and inclusive** leadership
	Monitor "**Inclusion**" in connected.minds survey and improve
Bias **Training**	**Hack your Bias! and Diversity Fresk** training participation of 20%
	Systematically translate bias hacks into how imec works
Inclusive Gender **communication**	Improve **"symbolic" & "communicative"** representation of women
Measures against Gender-based violence, including sexual harassment	Introduce Diversity & Inclusion **ambassadors** next to persons of trust
	Monitor **"Exclusive behavior" and "Undesirable behavior"** and improve
	Enable easy **reporting** and easy personal and online (psychological) **help**
Integrate the Gender dimension into **Research and teaching content**	Organize **Brightlab-activities** to attract girls to STEM
	Implement lessons learned from **PhD thesis**

Gender equality in recruitment and career progression

To change our overall representation of women in the workforce, especially in R&D and in leadership teams, we need to act at the very start: when recruiting and hiring employees. Enough attention moreover should be spent in improving career opportunities and supporting career progression for women.

1. Looking back

Imec's Inclusive Workplace policy, launched in 2021, inspired an **update of all recruitment and hiring communication**:

- The diversity and inclusion vision is added to imec's career page and part of the standard template for vacancies
- The accompanying tagline (*Innovation is our nature, inclusion our choice*) is added to the signature of all recruiters

In 2021, for the very first time imec has organized a virtual **"Top women in tech" jobinar, on International Women's Day**. It was an informative, live Q&A session aimed at talented and ambitious women in R&D (invited by imec employees or headhunted) and hosted by three women currently working with imec. Questions ranged from career paths for researchers, experience of being a woman in a scientific environment at imec, Diversity & Inclusion at imec, company culture, work-life balance and remote working, training, and mentorship, ...

The event was a great success:

- 746 unique visitors to the specific Top Women in Tech imec jobinar site
- 93 registrations for online jobinar, 34 live attendees online jobinar and others in replay
- 77 resumes sent in, of which:
    - 48 generic applications for imec as an interesting employer
    - 29 concrete unique applications for a specific job
    - (=37,6% of received resumes (77) were for a concrete open vacancy)
        - 15 applications stopped after CV screening by hiring manager
        - 7 applications stopped after interviews
        - 2 applications stopped as Silver Medalist (=second best candidate)
        - 2 job offers refused
        - **3 hires**

2. Looking forward

2.1 Improve imec's employer brand and recruitment and hiring communication

From our actions in terms of inclusive recruitment and hiring communication in 2021, we learned that we should think big here, go beyond "our" best effort moving forward. Currently we are looking for an external partner to analyze and structurally improve our employer brand and recruitment and hiring communication.

How do female professionals look at imec, do they consider us an irresistible employer? Our narrative and visuals are important. We need to be much more conscious about how we are putting ourselves "out there". What do women consider to be decisive? Which package will make the difference for them? And (how) can we offer this? Authenticity is key, combined with a sustained commitment to diversity and inclusiveness in áll of our communication (basic e.g. adds, extra e.g. social media). The bar in terms of quality should be raised.

Are our job ads as attractive to women as they are to men, in pictures, wording, tone, ...? A first analysis performed internally, for instance has revealed the use of words that could deter women (like "challenge", "ambitious", "competitive", "independent", "drive") when other words that could attract women are omitted ("committed", "inclusive", "collaborate", "take care"). Consistency is key to achieving this. It should for instance not be left to coincidence, or to a specific hiring manager or recruiter, whether we take special care in how we word our job adds. We want to work with mandatory parts in our job ads, like our values, or use "gender decoders" to detect and correct subtle gender bias in wording, make sure we detail our benefits including our family-friendly benefits in every job ad, etc.

2.2 Build and actively manage talent pools for female STEM profiles

The first jobinar specifically targeting women was a success. Therefore, in 2022 and onwards, we want to **organize more recruitment events targeting female STEM professionals**. However, from our first event we learned that we should have a system and process in place to actively manage high quality resumes that don't fit a specific job opening at first, or that are sent in "generically". Today, those candidacies all too often get lost. We want to **build and actively manage talent pools for female STEM profiles** in view of other or future positions within imec, by:

- Upskilling our recruiters in terms of technical knowledge, to better value and (re)direct resumes to other teams or future positions within imec
- Building (diverse), fixed hiring committees for certain technology or expertise domains within imec, able to better value and (re)direct resumes, and even to proactively create the right opportunities for strong female applicants

2.3 Implement guidelines to remove gender bias in processes for hiring and promotion

As imec has grown, and our volumes in terms of hiring have grown to approximately 300 hires each year, we need a better **birds-eye view of all steps of our hiring process**. A first analysis will collect data of job applicants on a sample of vacancies at each stage of the hiring cycle. Based upon this first analysis, and in collaboration with our privacy office, we determine which extra registrations we ask of candidates when applying. This data will be used to monitor the complete process on a regular basis. If we establish that female representation changes (drops off) during the process, and identify at what stage, we can **feed this information into guidelines for hiring managers and for the talent acquisition team**.

The same action is taken in the promotion process. In 2021, we have replaced our Performance Management with a new **Performance and Talent enablement, including "Talent Reviews"**, twice per year. Managers analyze their team members, when it comes to impact, potential and risks (e.g. of leaving). They consider professional directions and possible actions that support this direction. During a so-called Talent Review, the outcome of the analysis is discussed with peer managers, to challenge, complement and coach each other in terms of possible directions and actions. Afterwards, feedback is given, and actions (including job rotation or promotion) are implemented.

Because we have introduced this new process; and tools to support it, we are developing a good view of the path that eventually leads to promotion. In 2022, we construct a **dashboard** combining this data with background information, including gender. This will help to analyze, review by review, whether female representation is stable across all review categories, including the high potentials, ánd whether women are equally identified for job rotations or promotion. Again, we can **feed this information into guidelines for people managers and management teams**.

Gender balance in leadership and decision-making

The gender equality diversity ambition, integrated into the balanced scorecard, aims to improve representation of women among leadership in imec. The monitoring and improvement of imec's recruitment and promotion processes, removing any gender bias, aims to improve representation of women among leadership in imec as well.

These two actions combined are our main levers for improving the gender balance in leadership and decision-making in imec.

Work-life balance and organizational culture

1. Looking back: connected.minds

Imec's bi-yearly connected.minds engagement and wellbeing survey again serves as our main source of data and insights, ánd instrument to drive change. It includes questions on work-life balance and organizational culture. In general, the **work-life balance is scoring moderate, for men and women equally**:

- From 6.6 out of 10 in March 2020, it dropped to 5.8 during the second Covid lockdown in November 2020, to improve again to 6.5 in October 2021.
- Gender is a crossing in this survey. Remarkably: there is no significant difference between the work-life balance of men or women working with imec. Women tend to rate their balance a little better, but not significantly so. There is also no difference in the ability to mentally disconnect from work at the end of the day. Women and men score the same here as well.
- Role is a crossing in this survey too. Here we see managerial roles overall tend to report a poorer work-life balance than team members, especially higher roles like directors or fellows. Team leaders stood out negatively but only at the height of the Covid crisis, during the second lockdown.

All in all, this points to an important area of concern: if we want women to advance more in imec, we need to improve the work-life balance in general, and in our leadership roles more specifically.

2. Looking forward

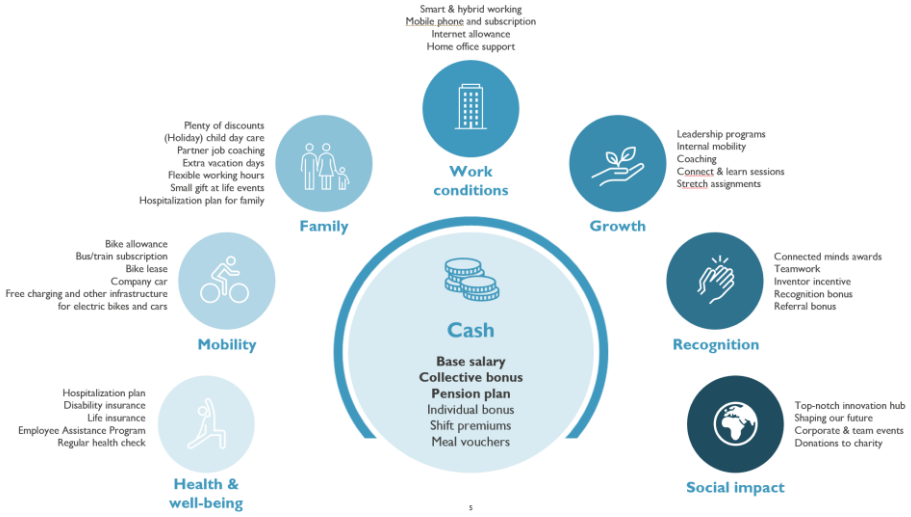
2.4 Implement (international) Future of Work

The **Future of Work** is now. HR invested in building a brand-new framework for hybrid working now and in the (near) future. As part of this framework, a home office support web shop is launched. Everyone who regularly works from home receives a personal voucher to order ergonomic equipment for their home office. 58% of those eligible, did so. The framework offers enough guidelines to bring clarity but enough room for team agreements within those guidelines as well. Results of the follow-up survey conducted beginning of October 2021 inform teams about their top priorities for team agreements. And one of the top listed results across imec, is: **focus on work-life balance** when designing and implementing a **sustainable hybrid way of working for imec**.

In 2022, we aim to **follow-up the implementation** of this framework, to see: **what work from home arrangements are made in the different teams**, and are these in line with general policy and with the line of work teams are in? To avoid too little work on site or too little work from home as well, as we know this will impact work-life balance negatively.

In 2022, we also aim to **widen the framework with respect to "international" hybrid working**. Goal is to investigate if and how we can allow for more working for imec "from abroad". Applicants ask us to work for imec from their home country. For female applicants, this might even be more important as it is still more common for families to follow a male professional abroad, than it is for families to follow a female professional abroad.

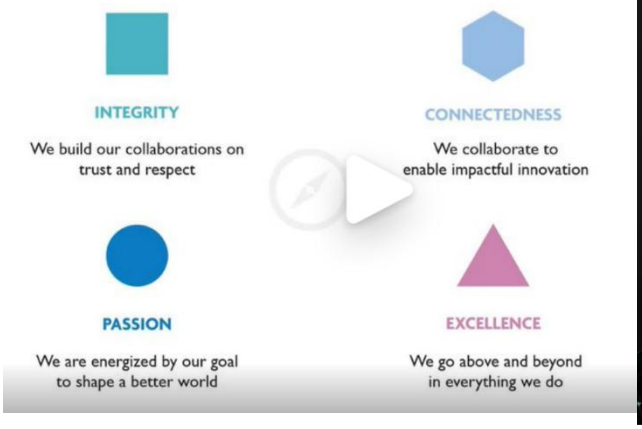
Finally, our "total rewards" are rebranded. Imec has different appealing features in its rewards package, with quite some flexibility and choice for the employee – of which hybrid work is only one, and family benefits as well. All of these underline our efforts to offer a good work-life balance to our employees. In 2022, this package will be communicated more clearly to people aspiring to join imec but also to imec employees. A short, fun, explanatory video is the first step in this branding and communication effort.



2.5 Embed value-based perspective

The launch and promotion of a **values campaign and value-based leadership framework** has gained traction via various platforms (e.g. Quarterly update, Connect & Learn sessions, testimonials from people of imec), with (E)VPs bringing the story and leading the way.

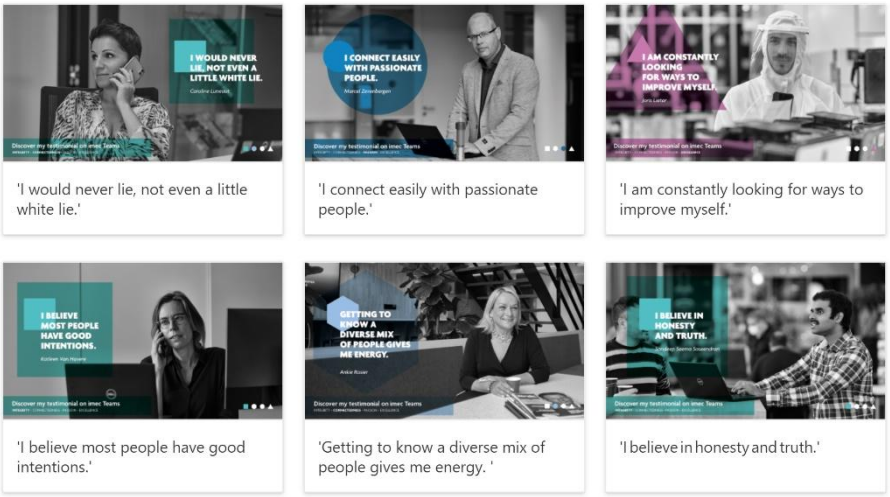
This values campaign however will be **intensified in 2022.** Culture is integrative, therefore somewhat elusive. It is about the individual employee, the manager, the teams, the organization. Culture happens everywhere. From each angle, culture should be reinforced as one consistent narrative. Top-down only will not work, prioritizing will be difficult. Our view on everything we do, should be colored by our values. In 2022, we start by growing value-based leadership with a separate training module for first-time manager and with an integration of values in all our leadership trainings. An organization with strong values that speak to women typically will have an easier time recruiting and retaining women, which is why we think our campaign and actions on values are well situated in this Gender Equality plan.



Imec's values



CEO Luc van den Hove in imec values campaign



Imec values campaign

2.6 Introduce "Inclusion" in connected.minds survey

March 2022, the latest connected.minds survey is launched. It will include a **new outcome variable: "Inclusion"**, standing next to engagement and vitality stemming from the first survey in 2020. Three questions are part of this variable:

- *I can be myself around everyone I work with*
- *I am accepted the way I am within my immediate work environment*
- *Within my immediate work environment, everyone is treated equally and with respect (regardless of their background or personal characteristics)*

A report with the resulting scores for these three questions separately ánd a score combined into "Inclusion" will be available **at every level of the organization** (imec, groups, units, departments, teams), **and for men and women of imec separately**. Every team has access to their own report and will be able to assess the level of inclusion and act if necessary, supported by the HR Business Partner. Imec will review the corporate report and act if necessary, too. The scores are part of our Gender Equality ambition, in our Balanced Scorecard.

A complementary action is the **retrospect of "Inclusion" as part of our exit interviews**, together with the HR Business Partners conducting those interviews.

Hack your gender bias! training

1. Looking back

After a few successful pilots in 2020, the **Hack your bias! talk, training and e-learning** was launched in 2021.
Hack your bias! starts from the observation that everyone is biased in some way or another: *if you have a brain, you are biased*. And while biases aren't necessarily bad, they can negatively influence decisions and actions, while they are mostly unconscious. Basic building blocks include:

- Understanding of bias-related concepts: create mutual awareness of the presence and impact of bias
- Becoming aware of your own bias(es) and how they can influence others: starting with common biases like affinity bias, groupthink, and confirmation bias
- Actionable insights on how to deal with those biases in actual situations, such as team and project meetings, projects or assignments, collaborations between team members and managers, ...

Imec is convinced that "Hacking your bias!" will **improve decision-making and collaboration and will create more inclusive teams valuing every talent**. The e-learnings can be completed online whenever it is most convenient. They need to be completed prior to the training too; which is 1 full day in total, followed by half a day of intervision about the personal

commitment and development plan made during the training. In group, providing an extra opportunity to give and receive feedback so we can create positive change together.

Some statistics so far:

- Hack Your Bias training: almost 100 participants in 2021
- E-learning Introduction to Bias: 145 completions
- E-learning Affinity Bias: 114 completions
- E-learning Confirmation Bias: 95 completions
- E-learning Groupthink: 87 completions

During imec's biggest internal event of the year end of December 2021, open.minds, imec employees voted this to be the best Diversity & Inclusion action by imec:



The winners of the open.minds awards have been announced last Tuesday. You voted for your favorite teams live during open.minds. Below, you can find an overview of the teams that have taken home the awards. Congratulations to all of them!

Diversity & inclusion – Hack your bias initiatives

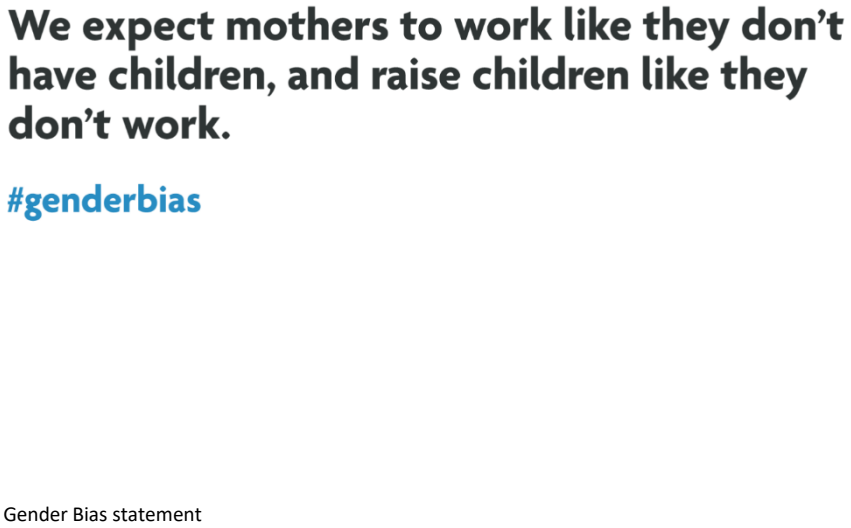
This team took several initiatives to help us hack our biased brain to make us more aware of the opportunities that come with a diverse workplace. For example, there was a corporate panel discussion after which several online and interactive trainings were organized. And... we'd better keep an eye on them because there is more to come!

2. Looking forward

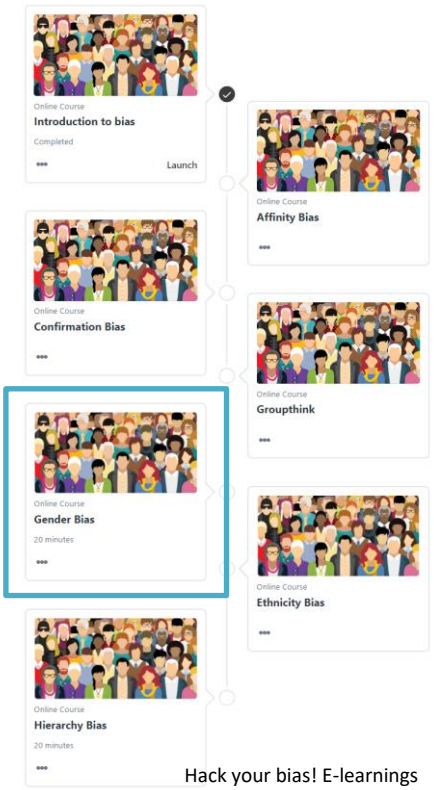
2.7 20% of participation by 2025

There is more to come, indeed.

First off, end of 2021 the "Hack your bias!" family **has been completed with more difficult biases: gender, ethnicity, and hierarchy**. Second, we aim for many **more employees** to complete the e-learnings and/or training. Today, almost 5% of payroll employees with access to our corporate tool to enroll for e-learnings or trainings, did. We want to quadruple this number by 2025: "1 person in every team of 5" or 20% should have participated in this training. Another way to think of and achieve this goal, is organizing the training for interested teams as a whole. The recruiters or internal communication for instance already committed to following imec's Hack your bias! training.



Gender Bias statement



Hack your bias! E-learnings

2.8 Systematically translate bias hacks into how imec works

Gender bias in the training **is defined to be** a prejudice towards one gender over the other. Behaviors and characteristics are attributed to people of a certain gender, based on stereotypes. It leads to inequality and lack of fairness in the way individuals are treated. When experiencing gender bias, employees feel disempowered and unfairly treated, negatively impacting motivation and commitment. Teams are impacted negatively because of double standards; similar behaviors being judged differently in men and women. It also influences team dynamics and career mobility.

Which makes it so important to "hack" these biases, especially because they also **become deeply rooted in organizational processes**. From recruitment to feedback practices, to mechanisms and policies for promotion. Which is why all of these are part of the Gender Equality Plan as well. However, in 2022 we perform an extra analysis to see whether other practices or policies need changing. Think of how **meetings** are organized and conducted, and how dynamics are led – or not.

Inclusive gender communication

1. Looking back

With everything imec does in Diversity & Inclusion, the aim is to make it **explicit and visible**. In 2021, the Diversity & Inclusion Calendar was launched. It includes many important days of different cultures, but also International Women's Day, International Day of Zero Tolerance for Female Genital Mutilation, International Day for Women and Girls in Science, or Unesco's "Orange the world Campaign", no to violence against women. This calendar isn't just communicated; specific actions are attached to it:



Top women in tech jobinar, organized on International Women's Day.



Call for donation for "Empowering Girls through Education" on International Day of Zero Tolerance for Female Genital Mutilation



Imec lighting up its cleanroom in Leuven for Orange the World

3. Looking forward: Improve symbolic & communicative representation of women

Moving forward in 2022, inclusive communication will evolve around **2 main topics: Accessibility, and Representation**. While accessibility in material, taking the diversity of people into account, is very important, it is not when it comes to gender. Representation is. Imec wants to communicate to all people, not just most people.

We will look for feedback with employees at imec: Do you feel included in the communication that is addressing you? Why (not)? This information should feed into an **extensive update of the current communication guidelines** (into "inclusive" ones).

- Do they address "default" (stereotypical male, white) target audiences?
- Do they represent women in announcements, explanations, examples and so on?
- Which pronouns are used, and how are they used?
- ....

Inclusive communication should become part of our company culture. A **low threshold e-learning and internal campaign** will be developed to raise awareness of all of those communicating internally or externally for imec, to the importance of the new guidelines and to make sure they are being used.

Measures against gender-based violence, including sexual harassment

1. Looking back: imec's inclusive workplace policy

The imec Inclusive Workplace policy launched beginning of 2021 complements the Code of Conduct and aims to be explicit, on our ambition to grow as an organization towards more inclusiveness.

It starts with our vision on an inclusive organization – included in this GEP on page 3 as well. This is framed to be a joint responsibility from everyone within imec. To support this commitment, everyone at imec is encouraged to read the policy, behave according to the guidelines, and seek immediate action when any kind of unwanted behavior whatsoever occurs. **The policy should empower us to ACT!**

The policy:

- Describes the desired behavior of all employees for imec to grow towards more inclusiveness: welcome diversity, strive towards inclusiveness and actively embrace equality
- Defines unwanted behavior: microaggressions, harassment and violence (gender-based/sexual as well)
- Includes guidelines, consequences, and measures in case of unwanted behavior:
    - What to do when subjected to this kind of behavior
    - What to do when you witness such behavior
    - What is expected from managers: set the example, create a safe environment to discuss in team, deal expeditiously and fairly when in knowledge of unwanted behavior, take action and follow-up
    - What follow-up is provided in terms of consequences and measures
- Describes how imec will evaluate the effectiveness of this policy and adjust if needed,
- Offers an overview of local initiatives, help-channels, and other ways to find the help you need in local entities.

2. Looking forward: "Take care" campaign

The more people feel protected and taken care of, the more they can invest in innovative ideas. The outcome of the connected minds survey of March 2020 showed that there are still gaps in the organization that result in people left alone when dealing with undesired behavior:

- 8% of people experienced undesirable behavior
- Only 50% reported this behavior to a manager or confidential advisor
- Only 40% of those reporting the behavior, say that they received adequate support from imec following the report.

In 2022, we will have a first opportunity to evaluate the effectiveness of the policy, as the bi-yearly connected.minds survey is organized in March 2022 and will ask about unwanted behavior, reporting of this behavior and support received once more. A complementary action is the **retrospect of all reported violations of the inclusive workplace policy in 2021**, together with the HR BPs and all others involved in the reporting and support mechanisms. Did the policy perform well, in terms of clarity, guidelines, consequences and measures?

3.1 Improve diversity and activity of persons of trust

Most of our persons of trust have been active for quite some time. In 2022 we look for some **replacements and additions** to this team and will use this opportunity to expand the diversity of this group to increase the accessibility. We make mutual expectations crystal clear, as today this is lacking, but of course define those within the extensive legal framework available:

- What is the role, what are the responsibilities?
- What is the process for certain cases or actions?
- What is the collaboration with other HR roles, nurse and doctor, external support, ...?

3.2 Introduce antenna's

Imec aims to create a network of **low threshold antenna's in the organization** to increase accessibility and follow-up. In 2022, we define their role, select the right people for this role, set up initial training and intervision to follow-up, ...

3.3 Make easy-to-find and comprehensive information available

In 2022 we will **improve all online information and communication**, to support the implementation of the policy

- Set up a new unified framework on one internal site, with all necessary information, processes, and different channels to reach out to.
    - Review all current info on different channels and check if correct/outdated
    - Examine and communicate the legal framework surrounding conflict resolution in a better way
- Create extra awareness via communication campaign: How does imec **Take Care**? And how can you Take Care?

Integrating the gender dimension into research and teaching content

1. Looking back: brightlab

Brightlab is an initiative of RVO-Society, an organization founded in memory of Roger Van Overstraeten, the founder and first director of imec.

Brightlab shapes future innovators with stimulating, powerful and innovative STEM education. Brightlab offers innovative educational tools and STEM projects for teachers or for leisure time. They make it their mission to ensure that every child, regardless of their gender or background, has access to high-quality STEM education. To achieve this mission, they use innovative research of imec attuned to the living environment of young people and translate it into primary/secondary education.

High-quality STEM education for every child, regardless of their gender or background (sharepoint.com)

2. Looking forward: "Yes We Make It!"

In 2022 at least 5 educational STEM packages are developed or reworked, that have a clear link with at least one of the sustainable development objectives. Specifically, aiming at Gender equality, one package will be developed in 2022:

Yes We Make It! – to motivate girls in primary school for STEM

- Try-out track: a few teachers of 3 schools follow 3 coaching sessions (Q1 2022)
- Mature track : teachers of at least 10 schools follow the coaching sessions and build a community (Q2 2022)

Attachment – diversity from a gender perspective, European locations

	Female	Male
Representation of women	**29%** **1031**	**71%** **2550**
Imec Belgium	29% 932	71% 2274
Imec Cambridge	11% 2	89% 16
Imec Germany	38% 3	62% 5
Imec Italy	0% 0	100% 9
Imec the Netherlands	26% 67	74% 191
Representation of women, level 7 or up (regardless of role)	**22%** **217**	**78%** **782**
Imec Belgium	21% 187	79% 694
Imec Cambridge	0% 0	100% 6
Imec Germany	20% 1	80% 4
Imec Italy	0% 0	0% 0
Imec the Netherlands	21% 14	79% 54

Female representation overall and T7+. Payroll, November 2025.

Attachment – inclusion from a gender perspective, European locations

	Score
Theme "Inclusion"	
Imec Belgium	**7.9**
Imec Cambridge	**8.8**
Imec the Netherlands	**8.1**
Within my immediate work environment, everyone is treated **equally** and with **respect** regardless of their background or personal characteristics	
Imec Belgium	7.9
Imec Cambridge	9.4
Imec the Netherlands	8.2
I can **be myself** around everyone I work with	
Imec Belgium	7.7
Imec Cambridge	8.6
Imec the Netherlands	8.0
I am **accepted** the way I am within my immediate work environment	
Imec Belgium	8.0
Imec Cambridge	8.9
Imec the Netherlands	8.2