



InnoRenew CoE

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InnoRenew CoE Renewable Materials and Healthy Environments Research and Innovation Centre of Excellence

Gender Equality Plan

(Version 2, January, 2024)

Director: Prof. Andreja Kutnar, PhD



1 Introduction

At InnoRenew CoE, we believe that being an advanced and internationally renowned research organization requires not only excellent science and innovative thinking but also addressing issues such as gender equality within our institutional operations as well as our research and innovation activities. We strive to include gender and sex analysis in all our research projects and are committed to having a diverse staff, including gender balance.

InnoRenew CoE is a member of Alternative Infrastructure for Gender Equality (Alt+G). This is a community of practice (CoP) from different academic institutions in Slovenia who are interested in implementing gender equality measures at their institutions. Since no institution in Slovenia has a gender equality office(er), the CoP Alt+G's main focus is making an alternative institutional infrastructure for sharing knowledge, experiences and strategies for implementing gender equality measures at both institutional and national level. The plan is to expand Alt+G into the former Yugoslavia region where structural context is similar.

The analysis of gender equality and strategy includes measures related to:

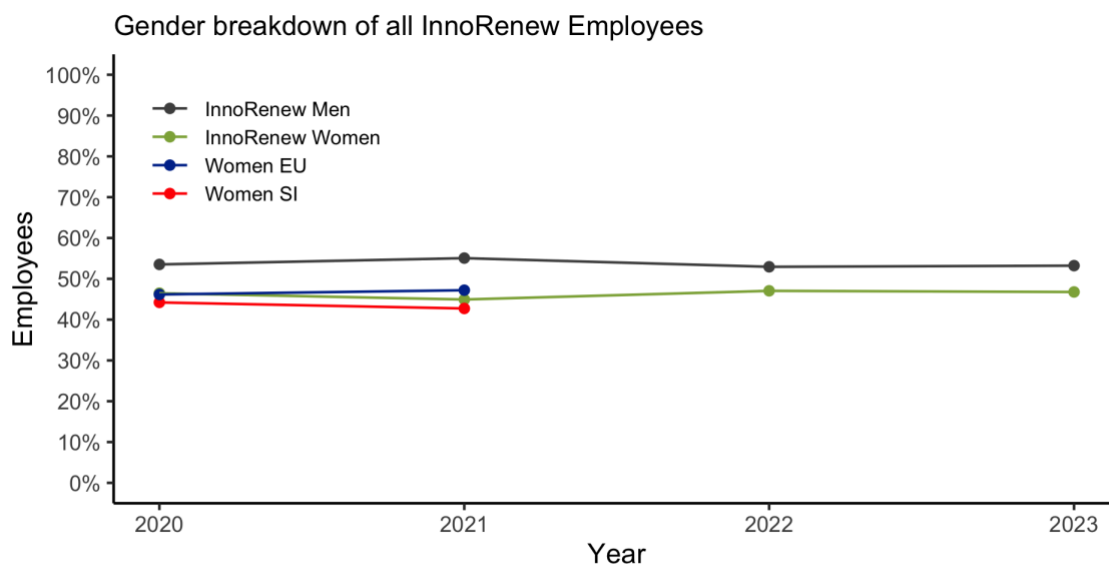
- work-life balance and organisational culture;
- gender balance in leadership and decision-making;
- gender equality in recruitment and career progression;
- integration of the gender dimension into research;
- measures against gender-based violence including sexual harassment.

2 Analysis

2.1 InnoRenew CoE human resources

InnoRenew's gender balance is approximately inline with the EU and national levels (all disciplines in higher education and private-non-profit sectors, Figure 1). In 2023, InnoRenew CoE hired 7 new employees (four new researchers, one technician, and two new support and business development person) and employed 61 people (48.0 FTE). 33 men and 28 women were employed reaching a gender balance of 45.9%. There were 14 employees that completed their employment at InnoRenew CoE in 2023.

In 2020, InnoRenew CoE began tracking non-binary genders, but as of today no applicants or employees have self-identified as non-binary. Gender balance has remained stable since implementing the GEP (Figure 1).



InnoRenew data as of December of each year.
EU and SI data from eurostat, last updated 19/12/2023.

Figure 1 InnoRenew Gender Balance from 2020 to 2023 with comparison values for the EU and Slovenia in 2020 and 2021 (latest available data).

InnoRenew CoE has a registered research group at the Slovenian Research Agency (ARRS) and employees working in the science department are elected to research titles. 54 scientists (22 women (43%), 29 men (57%), Figure 2) have been elected to the following titles:

- Research Assistant (26; 12 women (46%), 14 men (54%))
- Assistant with Master's degree in Science (2; 2 women (100%))
- Research Assistant with PhD (6; 4 women (67%), 2 men (33%))
- Research Fellow (8; 1 women (12%), 7 men (88%))
- Senior Research Fellow (5; 1 women (20%), 4 men (80%))
- Research Councillor (3; 1 woman (33%), 2 men (67%))

In support and business development positions there are 7 women (78%) and 2 men (22%). And among technicians there are 2 women (33%) and 4 men (67%)¹.

¹ Some support and development personnel also have research positions and are counted in both categories.

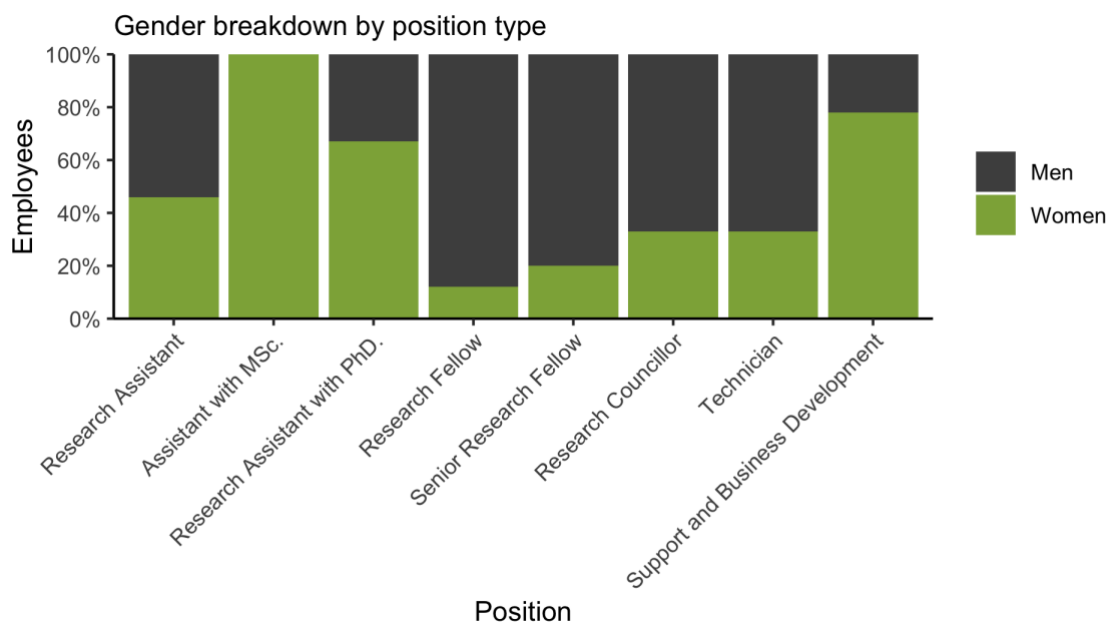


Figure 2 Gender breakdown by position type. Data for December 2023.

We believe establishing a healthy, gender-balanced researcher community includes supporting the training and development of researchers. Only 17% of the InnoRenew CoE's scientists are at senior level titles (Senior Research Fellow and Research Councillor). InnoRenew CoE employs 15 PhD students, 5 men and 10 women-

Gender equality in leadership is monitored as well. There are 3 women (director, 1 deputy director/department head, 1 department head) and 6 men (2 deputy directors, 1 assistant director, 3 department heads) in leadership positions at the institute. The InnoRenew CoE has an Executive board with 8 members (3 women) as its highest decision-making body, and a Council of Experts 6 members (2 women) that advises the Executive Board and leadership. Gender equality in the leadership of the institution reflects the situation in the sector, which is male-dominated. However, InnoRenew CoE believes that its support of young scientists, its retention policy, and its recruitment policy will bring the organization closer to gender parity in the near future.

The diversity of InnoRenew CoE is further strengthened by international employees. InnoRenew CoE employees hail from 20 countries, including Bosnia and Herzegovina, China, Croatia, the Czech Republic, Finland, France, Ghana, Hungary, India, Iran, Italy, Mexico, Norway, Poland, Slovenia, Spain, Sweden, Tunisia, Thailand, and the United States. International employees make up 44 % of the institute's total workforce. Out of 28 employees from abroad, there are 10 women and 18 men. InnoRenew CoE is committed to support these employees. In March 2018, InnoRenew CoE also joined the Euraxess network – a European network of researchers, entrepreneurs, universities, and companies with the aim to support researcher mobility and career development while enhancing scientific collaboration between Europe and the world.



2.2 Related Policies

The legislative outlook towards gender equality in employment in Slovenia is positive. Slovenian legislation for parental leave is generous and supports a family's children during pregnancy and after birth (parental leave for both parents), as well as during childhood in case of illness or reasons the parents may need to be with the child instead of at work. Vacation leave in Slovenia is also generous by regulation, which helps families spend more time together without one parent missing time from work.

InnoRenew CoE supports a cohesive work environment from a work regulation perspective as well. Internal regulations support fairness in recruitment, hiring, employment, and promotion. Protections are in place to ensure harassment is understood to be unacceptable and ensure the wellbeing of employees is safeguarded. Trainings are in place to ensure the safety of employees and others.

InnoRenew CoE's internal regulations supporting gender equality, safety, and work-life balance are:

- Act on the organization and systematization of positions (29/09/2023)
 - Previously, Act on the organization of positions of the InnoRenew CoE (20/03/2017)
- Safety statement and risk assessment (11/08/2017, 06/06/2019, 26/08/2021)
- Notice instructions on the allotment and approval of regular annual leave for employees at InnoRenew CoE (02/09/2017)
- Measures to promote health at work in accordance with article 6 on the promotion of health at work (02/09/2017)
- Regulations on the prohibition of the use of alcohol, drugs or other prohibited substances at work and the procedure for determining their presence in InnoRenew CoE (02/09/2017)
- Measures for the safety of employees against possible harassment, maltreatment, violence and other forms of psychosocial risk at work (02/09/2017)
- InnoRenew CoE Salaries and Remuneration Regulations (29/09/2023)
- Regulations on working hours (14/11/2023)
- Regulation on the establishment of procedures for reporting violations of law (08/12/2023)

2.3 InnoRenew CoE's recruitment procedures

InnoRenew CoE's recruitment procedures are defined in its Act on the organization and systematization of positions, which was adopted in 2023 (superseding the previous Act covering similar topics).

At all times, national and European laws and regulations are followed for recruiting and hiring processes. Each job posting includes a job description and instructions for



applicants detailing all necessary information for the applicant to apply for the position. The key aspects of the recruitment process are:

- Postings remain open until a suitable candidate pool has applied or hiring needs demand the posting be closed.
- The InnoRenew CoE is an equal opportunity employer and has no biases based on cultural background, gender, or other factors in its hiring process.
- During the application process, the applicants rated highest by the hiring committee may receive travel and accommodation stipends to cover costs related to attending in-person interviews with the hiring committee.
- In exceptional cases, some applicants are invited to apply.
- Before conducting interviews, committee members are informed of the type of questions that should not be asked to avoid bringing gendered issues into the hiring process.
- InnoRenew CoE fosters diversity by supporting a family-friendly work environment.

The gender of applicants is monitored if it is mentioned in their CV, otherwise, gender is marked “not disclosed”.

2.4 InnoRenew CoE’s retention policy

The purpose of the InnoRenew CoE retention plan is to support the growth and development of the InnoRenew CoE into a research and support team capable of continued evolutionary growth. Reaching the InnoRenew CoE’s research, economic, and societal goals requires a strong, cohesive staff that is not only focused on the institute’s day-to-day work, but that it is committed to the vision and community of the InnoRenew CoE as well. Ensuring people feel welcomed, considered, and can find their place within the InnoRenew CoE will be a continual challenge, to which the institute will adapt as it grows and evolves.

The InnoRenew CoE retention policy is based on a simple principle of hiring and keeping the employees with important skills that fit in the InnoRenew CoE culture. To achieve this, the institute follows several strategic steps in rewarding, and retaining employees:

- Provide personal and extensive support to new hires (onboarding), assisting in moving, and integrating with community, colleagues, and the institute.
- Compensate employees based on a proven record and reward employees based on performance.
- Support personal and professional development through mentorship, training, and work-life balance.
- Support staff in cultivating their own social relationships locally and developing their own work style.



- Implement organised team building through events, celebrations, and communication; implement team working through working practices and communication tools.

Through these steps, and others, the InnoRenew CoE retention policy has led to the development of a vibrant and dynamic team of employees that have become the driving force of the InnoRenew CoE's success.

2.5 Gender Dimension in Research Activities of InnoRenew CoE

At InnoRenew CoE, we believe that being an advanced, successful, and internationally renowned research organization requires not only excellent science and innovative thinking but also addressing issues such as gender equality within our institutional operations and research and innovation activities. We strive to include gender and sex analysis in all our research projects. Consultation is recommended to all employees preparing a funding proposal and a checklist of items to include/exclude is available for their use.

InnoRenew CoE ensures a welcoming, equitable and diverse working environment as a main policy; therefore, a one-day training for all employees on gender-related issues in research and innovation was held on 8 November 2019. Beginning in 2023, this training will be offered every two years, and all employees will be required to attend once every 2 years of employment. New hires will receive basic internal training until the next available external training is available.

3 Future planning, implementation, and monitoring

InnoRenew CoE has defined the Gender Equality Strategic Framework with current and planned measures to promote gender equality in research. The table below summarizes these activities together with objectives and targets.

	Objectives (O), targets (T), responsible (R)	Implemented actions	Planned actions
Recruitment & career management			
Gender balance in recruitment/appraisal committees	O: assure representative gender balance on committees T: reaching balanced gender representation R: Human resources	Recruitment committees will be composed of at least 50 % women.	Maintain gender balance in recruitment committees, identify other diversity and inclusion factors to consider when forming committees.
% targets for women's recruitment/promotion	O: no bias recruitment and support promotion of women employees	Diversity representative on all committees. Hiring committee receives	Diversity representative on all committees. Hiring committee receives



	T: reaching gender balance in researchers with senior research titles and leadership roles R: Leadership	material on conducting an equitable and bias-free recruitment process. Gender disaggregated data is collected and analyzed for all recruitments.	material on conducting an equitable and bias-free recruitment process. Gender disaggregated data is collected and analyzed for all recruitments when it is disclosed by the applicant.
Building capacities on gender bias in recruitment/appraisal	O: Ensure hiring committees understand the gender dimension of recruitment, interviewing, and hiring. T: Biennial training available to all employees that covers recruitment and hiring R: Leadership	Hiring committee receives material on conducting an equitable and bias-free recruitment process.	Hiring committee will continue to receive material on conducting an equitable and bias-free recruitment process.
Proactive communication of career opportunities	O: support women at the early stage T: all early career women researchers complete at least one leadership training R: Leadership	Mapping already existing provisions for gender equality and career opportunities in the organisation	Provide leadership training for all women and underrepresented groups. Support employees in their career development plans.
Gender-sensitive career support measures	O: Ensure support measures provided to employees are gender-sensitive and meet the needs of female employees in particular T: Biennial assessment of gender and sex disaggregated data, including annual employee surveys. R: Human resources	Report gender and sex disaggregated data in annual report. Data includes non-binary genders.	Continue to annually assess gender and sex disaggregated data.
Individual career support scheme (mentoring/coaching)	O: Ensure all employees have mentoring options that meet their needs T: Ensure enough women are in senior roles to provide mentoring without excessive individual burdens R: Leadership	PhD students are supported by their advisors	Provide mentorship opportunities for all women and underrepresented groups; establish practice of career planning for employees.
Applying for the HR4SR award	O: obtain HR4SR award and continuously monitor it T: Award granted in 2022 followed with implementation phase & award renewal phase	Application accepted in March 2021.	Involvement of employees in continuous development of the human resource strategy. By December 2025, endorsement of the 40 principles of the



	R: Human resources		European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers as well as the commitment to implement to the HRS4R, including the Gap Analysis, OTMR and Action Plan Design.
Work-life balance and gender-friendly workplace			
Building capacities on unconscious bias and stereotypes	<p>O: Ensure all employees are educated about unconscious bias and stereotypes</p> <p>T: Biennial training will be carried out, and attendance will be required at least 1 time every 5 years.</p> <p>R: Human resources</p>	Training in 2019, 2023.	Implement training biennially, with next installment in 2025.
Gender-sensitive childcare support measures	<p>O: Provide flexible working hours and leave to ensure childcare is adequately addressed</p> <p>T: Work-life balance for all employees</p> <p>R: Leadership</p>	<p>Flexible working hours for all employees.</p> <p>Support of the 'dual-earner'/'dual carer' family model</p>	Development of parent-friendly workplace options
Review of organisational culture features to continually improve work-life balance	<p>O: High employee satisfaction in organisational culture for all genders</p> <p>T: 90 % satisfaction level of all employees</p> <p>R: Leadership</p>	<p>Annual employees report and interviews with the leader.</p> <p>Annually perform a survey on employee satisfaction</p>	Map the wellbeing of employees including gender disaggregated data
Gender-sensitive options for flexible working hours/places	<p>O: Ensure comfortable working conditions for all genders</p> <p>T: 90 % satisfaction level of all employees in annual survey</p> <p>R: Leadership</p>	<p>Flexible working hours for all employees.</p> <p>Allow flexible working conditions (hours/locations) and high quality work-spaces for all employees.</p>	Continue monitoring and improving the work place.
Measures aimed at gender-sensitive communication	<p>O: Ensure communications do not present stereotypes, target, or harass genders or individuals</p> <p>T: Critical communications are reviewed for gender-sensitivity before delivery</p> <p>R: Leadership</p>	Communication and training of employees on importance of gender and culture neutral communication	Training about the use of gender-sensitive language, bias, and stereotypes at least 2 times per year beginning in 2023.



Gender-related risk prevention and management	<p>O: Ensure no harassment, maltreatment, violence and other forms of psychosocial risk are reported</p> <p>T: No reports on harassment, maltreatment, violence and other forms of psychosocial risk</p> <p>R: Leadership</p>	Annual bullying and harassment questionnaire	Build up the institutional capacity to identify relevant data & establish procedures and systems to improve data collection allowing monitoring trends in career paths of women and men.
Decision-making and leadership			
% targets for women's representation in executive bodies	<p>O: Exceed the national level of gender representation for underrepresented genders</p> <p>T: reach and maintain gender-balanced in executive bodies</p> <p>R: Leadership</p>	Monitoring of gender balance in executive bodies	Target underrepresented genders for future hires
% targets for women's representation in statutory bodies	<p>O: Exceed the national level of gender representation for underrepresented genders</p> <p>T: reach and maintain gender-balanced in statutory bodies</p> <p>R: Founders</p>	/	Raise awareness of the significance of gender balance in decision-making bodies
Support for access to leadership (mentoring/coaching)	<p>O: Support career development of women</p> <p>T: Career progression of women employees</p> <p>R: Leadership</p>	Provide mentorships to PhD students	Provide opportunities for leadership training and mentorship for all women, early career researchers, and underrepresented groups.
Awards and other actions aimed at building-up role models	<p>O: Award the women employees for their achievements</p> <p>T: Annually award the women employee</p> <p>R: Leadership</p>	Established procedures for awarding employees for their performance and achievements (starting in 2023).	Monitor distribution of awards amongst genders (and other indicators); identify and correct negative trends.
Integrating gender in research			
% target for increased participation in research project teams	<p>O: Reach gender-balanced team members in all research projects</p> <p>T: Gender-balanced teams in all research projects</p> <p>R: Leadership</p>	/	Provide guidelines for building research project teams and further developing gender equality research groups
Identifying gender dimensions relevant to research activities	<p>O: All new projects should include a gender dimension assessment before research begins.</p>	Consideration of potential gender aspects in submitted proposal	Include gender dimension assessment in proposal preparation permission form.



	T: Provide training and tools to perform gender dimension assessment of proposed project R: Researchers & Leadership	Provision of specific guidance on how to deal with this requirement Provide checklist-style guidance for project planning	
Project-level support for integrating the gender dimension	O: Ensure all researchers have access to support for assessing the gender dimension in their ongoing and future research. T: Train, hire, or contract a gender-dimension expert researcher to be available for consultation by 2023. R: Leadership	Researchers received training to integrate the gender dimension in proposals in 2020, 2021 and 2023. Support has been available continuously since 2020.	Researchers will receive support to integrate the gender dimension in proposals; topic to be covered in biennial training.
Visibility of projects addressing the gender dimension	O: Give visibility to the work of researchers in integrating the gender dimension in research. T: All new projects receive labels for gender dimension research on website and in newsletters. R: P&R	/	Organisation of events demonstrating best practices on the integration of the gender dimension in research
Promotion of scientific excellence of women researchers	O: Give visibility to the work of women researchers T: Biennially perform a campaign of scientific excellence of women researchers R: P&R	Women researchers are featured on social and communication platforms.	Amplify women's visibility, voice, and recognition.
Capacity-building for researchers to address gender aspects	O: Ensure all researchers are knowledgeable about planning integrating the gender dimension in their research. T: All scientific staff attend training by end of 2022. R: Leadership	Researchers completed training in 2019 and 2023.	Implement training for all scientific staff biennially starting in 2023 (next session, 2025).
Institutionalization, change and sustainability			
Establishing regular sex-disaggregated data collection systems	O: HR tools for employee data management should include sex and gender information. T: Update tracking systems to include gender	Current tracking systems include gender disaggregatable data, including non-binary genders. National and	Development of meaningful monitoring indicators which allow at least an annual analysis of changes.



	identities of employees by 2023. R: Human resources	international data is used for benchmarking.	
Integrating references to gender equality in statutory documents	O: All statutes to support the visibility, protection, and well-being of all genders. T: Ensure inclusive language is used in statutory documents by 2023. R: Executive Board	Statutes updated for gender inclusivity (i.e., disaggregate sex and gender, include non-binary genders)	Ensure any new policy or updated policy is gender inclusive.
Maintain an up-to-date Gender Equality Plan	O: Gender equality plan is up-to-date with current status, practices, and targets. T: Ensure regular review and revision of this Gender Equality Plan. R: Leadership	/	Review, revise, and post the Gender Equality Plan annually.

4. Updates to this Gender Equality Plan

This plan was last updated in January 2024 to include updated employment data from 2023, note changes in internal regulations, and make updates to implemented and planned actions.

List of changes, January, 2024:

- Version number updated to 2.
- Date of publication changed to January 2024.
- Section 2.1 updated to reflect current employment numbers.
- Section 2.1 now includes a figure charting historical employment data by year.
- Section 2.1 now includes a figure illustrating the gender breakdown by position type.
- Section 2.1 list of universities attended by PhD students removed.
- Section 2.2 updated to reflect new Acts and Regulations adopted by the institute relevant to the GEP.
- Section 2.3 updated to reflect the current Act containing recruitment procedures.
- Section 2.3 updated to note data collection related to the gender of applicants.
- Section 2.5 updated to reflected actions implemented regarding the gender dimension of research: the availability of consultation for proposals/projects and the creation of a checklist tools to ensure relevant considerations are defined.
- Section 3 – table updated to reflect currently implemented actions and planned actions.
- Section 4 added.



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Annex 1: Previous GEP (2021)

The previous version of the GEP, in place from September 2021 through January 24 2023, is provided as an annex for reference.



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(Version 1, September, 2021)

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- work-life balance and organisational culture;
- gender balance in leadership and decision-making;
- gender equality in recruitment and career progression;
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2 Analysis

2.1 InnoRenew CoE human resources

At InnoRenew CoE we monitor statistics related to gender balance in our organisation. Among our 70 employees, 47 % are women, which is above the European Union average in STEM researchers. Among 70 employees (57.3 FTE) there are 54 scientists (43.9 FTE), 12 support and business development positions (9.4 FTE), and 4 technicians (4.0 FTE).

InnoRenew CoE has a registered research group at the Slovenian Research Agency (ARRS) and employees working in the science department are elected to research titles. 54 scientists (23 women (43%), 31 men (57%)) have been elected to the following titles:

- Research Assistant (27; 14 women (52%), 13 men (48%))
- Assistant with Master degree in Science (1; 1 woman (100%))
- Research Assistant with PhD (5; 3 women (60%), 2 men (40%))
- Research Fellow (12; 4 women (33%), 8 men (67%))



- Senior Research Fellow (5; 0 women (0%), 5 men (100%))
- Research Councillor (4; 1 woman (25%), 3 men (75%))

In support and business development positions there are 10 women (83%) and 2 men (17%). And among technicians 1 woman (25%) and 3 men (75%).

These numbers also demonstrate the support InnoRenew CoE provides to younger scientists. We believe establishing a healthy, gender-balanced researcher community includes supporting the training and development of researchers. Only 17% of the InnoRenew CoE's scientist are at senior level titles (Senior Research Fellow and Research Councillor). Among the scientists at InnoRenew CoE, 33% are PhD students. InnoRenew CoE employees 18 PhD students, 9 men and 9 women. They are enrolled in the following PhD study programs:

- at University of Primorska:
 - Faculty of Mathematics, Natural Sciences and Information Technologies:
 - Computer Science (3; 1 woman, 2 men)
 - Renewable Materials for Healthy Built Environments (6; 3 women, 3 men)
 - Faculty of Health Sciences:
 - Applied Kinesiology (3; 2 women, 1 man)
 - Prevention for Health (1; 0 women, 1 man)
 - Faculty of Humanities:
 - Management of Cultural Assets and Archives (1; 0 women, 1 man)
 - Faculty of Education:
 - Educational Sciences (2; 2 women, 0 men)
- at Aalto University, School of Chemical Engineering (Finland) (1, 1 woman, 0 men)
- at University of Szeged, Institute of Informatics (Hungary) (1; 0 women, 1 man)

Gender equality in leadership is monitored as well. The InnoRenew CoE is led by a director (female) and a deputy director (male) along with 5 research group leaders (1 female) and the head of administration (male). The InnoRenew CoE has an Executive board (9 members, 4 women) and a Council of Experts (6 members, 2 women). Gender equality in the leadership of the institution reflects the situation in the sector, which is male dominated. However, InnoRenew CoE believes that its support of young scientists, its retention policy, and its recruitment policy will bring the organization closer to gender parity in the near future.

The diversity of InnoRenew CoE is further empowered by international employees. InnoRenew CoE employees hail from 17 countries, including Belgium, Bosnia and Herzegovina, China, Croatia, the Czech Republic, Finland, France, Hungary, India, Italy, Norway, Pakistan, Poland, Spain, Sweden, Thailand, Tunisia, and the United States. International employees make up 47 % of the institute's total workforce. Out of



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The legislative outlook towards gender equality in employment in Slovenia is positive. Slovenian legislation for parental leave is generous and supports a family's children during pregnancy and after birth (parental leave for both parents), as well as during childhood in case of illness or reasons the parents may need to be with the child instead of at work. Vacation leave in Slovenia is also generous by regulation, which helps families spend more time together without one parent missing time from work.

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2.3 InnoRenew CoE's recruitment procedures

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At all times, national and European laws and regulations are followed for recruiting and hiring processes. Each job posting includes a job description and instructions for applicants detailing all necessary information for the applicant to apply for the position. The key aspects of the recruitment process are:



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InnoRenew CoE has defined the Gender Equality Strategic Framework with current and planned measures to promote gender equality in research. The table below summarizes these activities together with objectives and targets.

	Objectives (O), targets (T), responsible (R)	Implemented actions	Planned actions
Recruitment & career management			
Gender balance in recruitment/appraisal committees	O: assure representative gender balance on committees T: reaching balanced gender representation R: Human resources	Recruitment committees have been composed of at least 30% women.	Recruitment committees will be composed of at least 50 % women.
% targets for women's recruitment/promotion	O: no bias recruitment and support promotion of women employees T: reaching gender balance in researchers with senior research titles and leadership roles R: Leadership	Diversity representative on all committees. Hiring committee receives material on conducting an equitable and bias-free recruitment process. Gender disaggregated data is collected and analyzed for all recruitments.	Diversity representative on all committees. Hiring committee receives material on conducting an equitable and bias-free recruitment process. Gender disaggregated data is collected and analyzed for all recruitments.
Building capacities on gender bias in recruitment/appraisal	O: Ensure hiring committees understand the gender dimension of recruitment, interviewing, and hiring.	Hiring committee receives material on conducting an equitable and bias-free recruitment process.	Hiring committee will receive material on conducting an equitable and bias-free recruitment process.



	T: Biennial training available to all employees that covers recruitment and hiring R: Leadership		
Proactive communication of career opportunities	O: support women at the early stage T: all early career women researchers complete at least one leadership training R: Leadership	Mapping already existing provisions for gender equality and career opportunities in the organisation	Provide leadership training for all women and underrepresented groups. Support employees in their career development plans
Gender-sensitive career support measures	O: Ensure support measures provided to employees are gender-sensitive and meet the needs of female employees in particular T: Biennial assessment of gender and sex disaggregated data, including annual employee surveys. R: Human resources	Report gender and sex disaggregated data in annual report	Continue to annually assess gender and sex disaggregated data
Individual career support scheme (mentoring/coaching)	O: Ensure all employees have mentoring options that meet their needs T: Ensure enough women are in senior roles to provide mentoring without excessive individual burdens R: Leadership	PhD students are supported by their advisors	Provide mentorship opportunities for all women and underrepresented groups; establish practice of career planning for employees.
Applying for the HR4SR award	O: obtain HR4SR award and continuously monitor it T: Award granted in 2022 followed with implementation phase & award renewal phase R: Human resources	Application accepted in March 2021. By March 2022: Gap Analysis, Open, Transparent and Merit-Based Recruitment (OTM-R) policies and practices & Action Plan Design	Involvement of employees in continuous development of the human resource strategy. Endorsement of the 40 principles of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers as well as the commitment to implement to the HRS4R. In 12 months the 3 tasks (Gap Analysis, OTMR and Action Plan Design) need to be completed.
Work-life balance and gender-friendly workplace			



Building capacities on unconscious bias and stereotypes	<p>O: Ensure all employees are educated about unconscious bias and stereotypes</p> <p>T: Biennial training will be carried out, and attendance will be required at least 1 time every 5 years.</p> <p>R: Human resources</p>	Training in 2019.	Biennial training implemented, with next installment in 2022.
Gender-sensitive childcare support measures	<p>O: Provide flexible working hours and leave to ensure childcare is adequately addressed</p> <p>T: Work life balance for all employees</p> <p>R: Leadership</p>	Flexible working hours for all employees.	<p>Development of parent-friendly workplace options</p> <p>Support of the 'dual-earner'/'dual carer' family model</p>
Review of organisational culture features to continually improve work life balance	<p>O: High employee satisfaction in organisational culture for all genders</p> <p>T: 90 % satisfaction level of all employees</p> <p>R: Leadership</p>	Annual employees report and interviews with the leader	<p>Annually perform a survey on employee satisfaction</p> <p>Map the wellbeing of women and man employed in the organization</p>
Gender-sensitive options for flexible working hours/places	<p>O: Ensure comfortable working conditions for all genders</p> <p>T: 90 % satisfaction level of all employees in annual survey</p> <p>R: Leadership</p>	Flexible working hours for all employees.	Allow flexible working conditions (hours/locations) and reasonable accommodations for all employees.
Measures aimed at gender-sensitive communication	<p>O: Ensure communications do not present stereotypes, target, or harass genders or individuals</p> <p>T: Critical communications are reviewed for gender-sensitivity before delivery</p> <p>R: Leadership</p>	Communication and training of employees on importance of gender and culture neutral communication	Training about the use of gender sensitive language, bias and stereotypes at least 2 times per year beginning in 2022.
Gender-related risk prevention and management	<p>O: Ensure no harassment, maltreatment, violence and other forms of psychosocial risk are reported</p> <p>T: No reports on harassment, maltreatment, violence and other forms of psychosocial risk</p> <p>R: Leadership</p>	Employees completed an anonymous bullying and harassment questionnaire in 2020.	<p>Annual bullying and harassment questionnaire</p> <p>Build up the institutional capacity to identify relevant data & establish procedures and systems to improve data collection allowing monitoring trends in career paths of women and men</p>



Decision-making and leadership			
% targets for women's representation in executive bodies	O: Exceed the national level of gender representation for underrepresented genders T: reach and maintain gender balanced in executive bodies R: Leadership	Monitoring of gender balance in executive bodies	Target underrepresented genders for future hires
% targets for women's representation in statutory bodies	O: Exceed the national level of gender representation for underrepresented genders T: reach and maintain gender balanced in statutory bodies R: Founders	/	Raise awareness of the significance of gender balance in decision-making bodies
Support for access to leadership (mentoring/coaching)	O: Support career development of women T: Career progression of women employees R: Leadership	Provide mentorships to PhD students	Provide opportunities for leadership training and mentorship for all women, early career researchers, and underrepresented groups.
Awards and other actions aimed at building-up role models	O: Award the women employees for their achievements T: Annually award the women employee R: Leadership	/	Establish procedures for awarding employees for their performance and achievements (starting in 2023)
Integrating gender in research			
% target for increased participation in research project teams	O: Reach gender balanced team members in all research projects T: Gender balanced teams in all research projects R: Leadership	/	Provide guidelines for building research project teams and further developing gender equally research groups
Identifying gender dimensions relevant to research activities	O: All new projects should include a gender dimension assessment before research begins. T: Provide training and tools to perform gender dimension assessment of proposed project R: Researchers & Leadership	Consideration of potential gender aspects in submitted proposal Provision of specific guidance on how to deal with this requirement	Provide checklist-style guidance for project planning Include gender dimension assessment in proposal preparation permission form.
Project-level support for integrating the gender dimension	O: Ensure all researchers have access to support for assessing the gender dimension in their ongoing and future research.	Researchers received support to integrate the gender dimension in proposals in 2020 and 2021.	Researchers will receive support to integrate the gender dimension in proposals; topic to be covered in binnial training.



	T: Train, hire, or contract a gender-dimension expert researcher to be available for consultation by 2023. R: Leadership		
Visibility of projects addressing the gender dimension	O: Give visibility to the work of researchers in integrating the gender dimension in research. T: All new projects receive labels for gender dimension research on website and in newsletters. R: P&R	/	Organisation of events demonstrating best practices on the integration of the gender dimension in research
Promotion of scientific excellence of women researchers	O: Give visibility to the work of women researchers T: Biennially perform a campaign of scientific excellence of women researchers R: P&R	Women researchers are featured on social and communication platforms.	Women researchers will be featured on social and communication platforms. Increase women's visibility, voice and recognition
Capacity-building for researchers to address gender aspects	O: Ensure all researchers are knowledgeable about planning integrating the gender dimension in their research. T: All scientific staff attend training by end of 2022. R: Leadership	Researchers completed training in 2019.	Implement training for all scientific staff 1 time per year beginning in 2022.
Institutionalization, change and sustainability			
Establishing regular sex-disaggregated data collection systems	O: HR tools for employee data management should include sex and gender information. T: Update tracking systems to include gender identities of employees by 2023. R: Human resources	Current tracking systems include sex disaggregatable data.	Update for gender inclusivity (i.e., disaggregate sex and gender, include non-binary genders) Development of meaningful monitoring indicators which allow at least an annual analysis of changes Integrate publically available national and international data for comparison.
Integrating references to gender equality in statutory documents	O: All statutes to support the visibility, protection, and wellbeing of all genders. T: Ensure inclusive language is used in	/	Update for gender inclusivity (i.e., disaggregate sex and gender, include non-binary genders)



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	statutory documents by 2023. R: Executive Board		
Maintain an up-to-date Gender Equality Plan	O: Gender equality plan is up-to-date with current status, practices, and targets. T: Ensure regular review and revision of this Gender Equality Plan. R: Leadership	/	Review, revise, and post the Gender Equality Plan annually.