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research potential

D5.3. GEP implementation monitoring report

Project Acronym: ATHENA

Title: IMPLEMENTING GENDER EQUALITY PLANS TO UNLOCK RESEARCH POTENTIAL OF RPOS AND RFOS IN EUROPE

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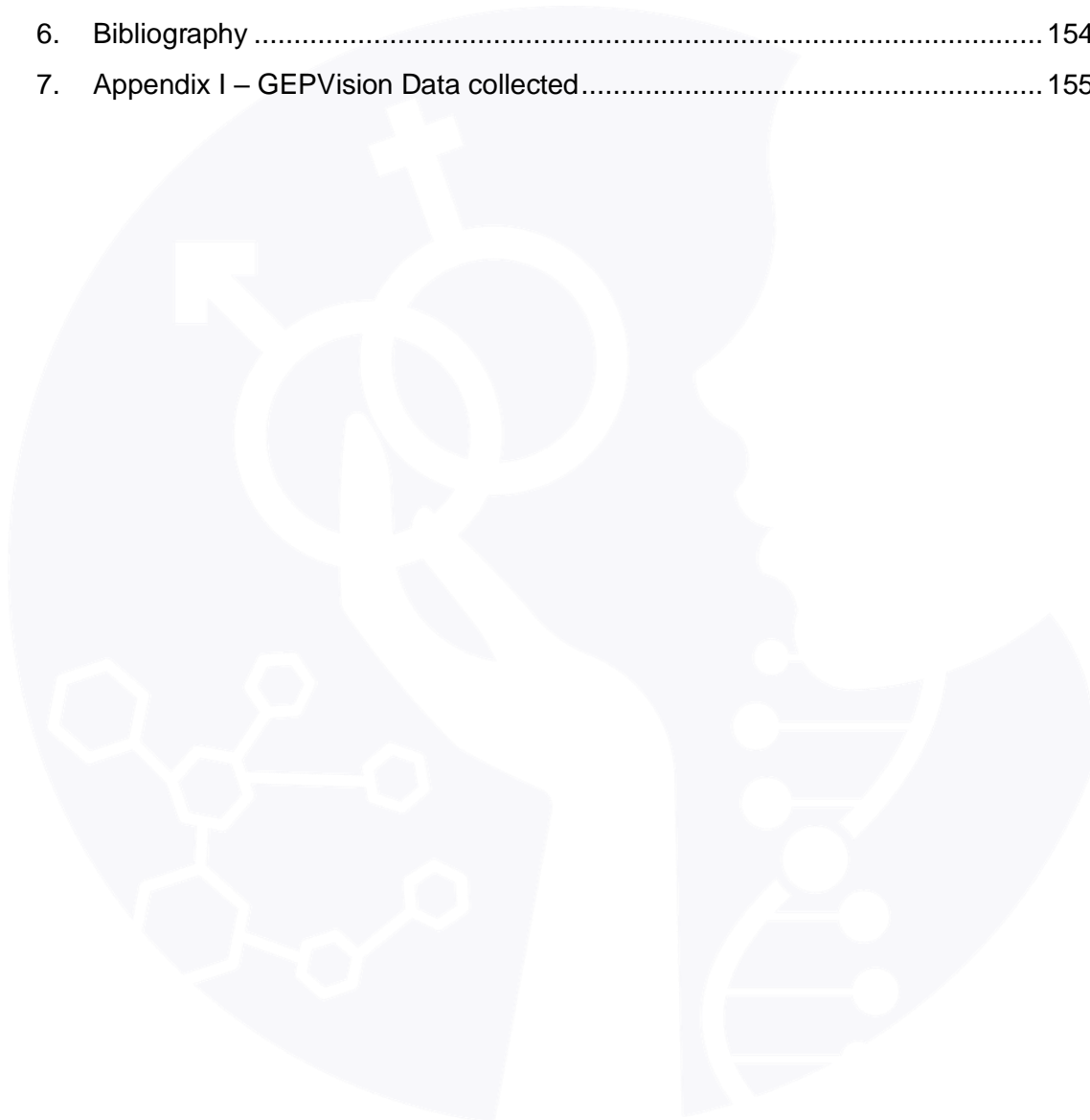
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Acronyms and Abbreviations

CE	Consulta Europe
CNR	Consiglio Nazionale delle Ricerche
DB	Database
DEV	Deliverable
EC	European Commission
EHEA	European Higher Education Area
EIGE	European Institute for Gender Equality
ERA	European Research Area
EU	European Union
FRCT	Fundo Regional para a Cienciaa e Tecnologia
GE	Gender Equality
GEA	Gender Equality Audit
GEP	Gender Equality Plan
GEPI	Gender Equality Plan Implementation
GOBCAN	Gobierno de Canarias
JSI	Jozef Stefan Institute
M	Month
M&E	Monitoring & Evaluation
NGO	Non-governmental organization
R&D+I	Research, Development and Innovation
RFO	Research Funding Organization
RPO	Research Performing Organization

SAS	Slovak Academy of Sciences
UB	Universitatea din Bucuresti
UJK	Uniwersytet Jana Kochanowskiego w Kielcach
ULPGC	Universidad de Las Palmas de Gran Canaria
URAK	University of Ruse Angel Kanchev
UVSK SAV	Ustav Vyskumu Socialnej Komunikacie Slovenskej Akademie Vied
WP	Work Package

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1. Introduction

The aim of the 1st Internal Monitoring Report is to provide the information to check the advancement of eight self-tailored Gender Equality Plans in light of its planned objectives, outputs and timetable.

The report shows an exhaustive analysis of implemented measures relating to gender equality in research on organizational level and should serve during the further GEP implementation period as a guide on relevant implementation.

The document concerns eight internal GEP implementation monitoring reports prepared by Athena project partnering RPOs and RFOs: FRCT, GOBCAN, JSI, UVSK SAV, UB, UJK, ULPGC, URAK.

All above mentioned organisations have developed self-tailored GEPs. The implementation processes at each organization started in 2022. In parallel, monitoring and evaluation concept have been adapted to these plans an concrete actions.

Internal reports reflect Athena project partners progress on the various activities for which they have responsibility according to their GEPs action plans on reducing gender bias during the reporting period **covering the year 2022**, highlighting any key issues and providing justification for any deviations from the description of the plans.

Therefore, the main purpose of the 1st Internal Monitoring Report is to provide sufficiently detailed information to ensure the implementation of eight Gender Equality Plans on the organizational level and to assist Athena Project Partners with the further implementation of GEPs. The results should help the Athena partnering organisations tailor and modify their GEPs, if needed, to perform better results.

2. Preliminary concepts

In the Athena Project the methodology for impartially monitoring and evaluating the progress made on gender equality is defined as formative (accompanying) helping the partners to adapt their GEPs.

Formative evaluation is undertaken in the development of the plan to inform the providers and stakeholders about the trends in results, whether the goals of the program are likely to be fulfilled, and to identify the barriers and facilitators of implementation.

Following this concept, the Athena monitoring and evaluation (M&E) system focuses on implementation practices in each GEPs implementing organization of the project consortium, where the implementation processes and the applied

practices to reach objectives set in the self-tailored GEPs are analysed. The monitoring of the ongoing progress at organizational level aims to assess the progress made and the potential improvement to be done.

In this step it is investigated whether the way a measure is implemented corresponds to the respective goals and objectives, which factors promote or constrain its implementation, which practices contribute to successfully implemented measures and actions, what benefits they might provide for the participating Athena RPOs and RFOs and the influence they may have on other (local, regional or national) universities and/or research institutions.

The monitoring questions are focused very much on outputs and achievements:

- What actions and measures were implemented in each organization to the date of 31st of December 2022 from the start date of GEPs implementation?
- What was the concrete output of these actions? And what kind of achievements can be identified?
- Were the target groups of the different measures and activities reached and adequately addressed?
- Are there any support services in place to facilitate the implementation of measures and activities? If yes, which?
- Is the monitoring and evaluation system in place? If yes, who is responsible?

In other words, the monitoring is focused on the **implementation processes and practices of measures and actions** that is concerned with the assessment of measures and actions implemented and whether they were **successful in achieving their goals**.

So this process focuses very much on outputs and achievements, and indicators – following the formative evaluation concept – are implementation-oriented, and adapted to the purpose of the action.

The following more specific questions are:

- What actions and measures were implemented in each Athena organization?
- How were they implemented?
- How does the completion of activities compare with the planned timeline?
- Have the activities completed to date had required results? What kind of achievements can be identified?
- Were the target groups of the different measures and activities reached and adequately addressed?
- Where there any additional issues encountered during the implementation? What could have been improved about the implementation process?
- Are the measures on track to reach their objectives as envisaged?

Additionally, the internal monitoring has to provide information related to deviation during the project implementation.

- Was the implementation confronted with resistances? If so, by whom?
- What is the background to and what are the reasons for resistances?
- Which practices were successful in overcoming resistances?
- What kind of strategies and argumentations were helpful to overcome those barriers and/or resistances?
- Why was it not possible to overcome resistances?
- What practices are applied to enable sustainability?

Monitoring is carried out by assessing both the work completed to date, and the planned activity. Effectively this means through assessment against the action plan and the framework of indicators for each self-tailored Gender Equality Plan.

3. Methodology of data collection process and analysis

To ensure coherence between the Athena Gender Equality Plans and Athena project's activities with key GE areas defined in the EU GEP Guideline, logic models were set up for each of the eight Athena participating organizations aiming at delineating the individual goals, resources and activities of the implemented measures. Once these logic models were settled, framework of qualitative and quantitative indicators were also defined for each of the eight GEPs. For monitoring purposes, these indicators have been defined as implementation-oriented.

The common templates for developing logic models and framework of indicators of each GEP were developed.

Once the indicators were defined and the process of GEP implementation started, Athena project partners started data collection on delivered actions and indicators and providing data to the GEPVision platform.

For the Internal Monitoring Report compiling data collection focuses on the internal organisation sources: regulations, strategies, action plans, monitoring and evaluation reports, other data and documents etc. and data collection methodology established at each organization for particular actions.

GEPVISION tool

In parallel with implementing the Athena GEPs (within WP 4) a supporting on-line tool for monitoring assessment has been provided. The [GEPVISION](#) platform facilitates data collection from the GEPs and the monitoring and visualization of indicators, providing the evidence of change in the different organizations.

This tool has been configured by CNR according to the defined indicators framework and is interfaced with the Web based community platform.

Work-and-timetable

The Athena GEP monitoring strategy consists of four steps:

1. Customising the GEPs, identifying targets and periodicity for each indicator.
2. Collecting objective data from the organizations submitted periodically (state data).
3. Collecting data on the actions carried out with the GEPs from each organization involved in the project (process data).
4. Analysis of all data collected.

For monitoring and evaluation processes several work steps were initiated (see Table 1).

Table 1. Detailed work plan of M&E system with deadlines and responsibilities

Nr	Work Step	Comments	Deadline	Responsibility
1.	Guideline on monitoring and evaluation - bilateral meetings	Preliminary bilateral meetings with each partner to present and discussion on the concept of the monitoring and evaluation system.	M9-M11	UJK and CNR
2.	Template for defining outputs and outcomes indicators	The common template for defining outputs and outcomes indicators produced and distributed among the partners referring to the logic model	M12	UJK with CNR support
3.	Presentation and discussion on the proposed M&E strategy at 2 nd project meeting in Las Palmas		M 13, 12 February 2022	UJK and CNR
4.	Customising the GEPs, identifying targets and periodicity for each indicator Bilateral meetings	Continuing bilateral meetings with each partner to guide on the preparation of the framework of indicators of each self-tailored GEP	M13-M18	UJK and CNR

5.	Feedback on M&Evaluation concept and defined indicators	Each Athena partner implementing GEP defined quantitative and qualitative according to their self-tailored GEPs action plan.	M18	All partners
6.	M&E system developing Guidelines on Athena monitoring and evaluation system	Final set of indicators for each self - tailored GEP and Guidelines on Athena monitoring and evaluation system	M17-M18	UJK with CNR support
7.	GEPVision Configuration		M18	CNR
8.	Bilateral meetings	Continuing the bilateral meetings for GEPVision introducing and guidelines.	M18 – M22	CNR and UJK
9.	Data collection (state + process data)	Final versions of set of implementation-oriented indicators of each GEP were delivered to the GEPVISION platform. In parallel to the implementation of the GEPs, data of achieved outputs and outcomes are systematically collected on the GEPVISION platform when the respective action is completed.	M15- M23 31December 2023	All partners
10.	Template for monitoring reporting	The common template for Internal monitoring report preparation was developed	M22	UJK
11.	GEPVision and data collection		M24 6 January 2023	All partners
12.	Analysis of all data collected		M24	All partners
13.	Internal Reports on organizational levels	In M24 Athena partnering organizations prepared their 1st internal monitoring reports on achieved results based on the collected data on qualitative and quantitative indicators using	M24 12 January 2023	All partners



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		instruments enabled by GEPVISION tool and common template and methodology		
14.	GEP Implementation monitoring report No 1	Dev. 5.3. GEP Implementation monitoring report - final version submission.	M24	UJK



4. Internal Monitoring Reports on GEPs implementation

4.1 Jozef Stefan Institute – JSI

4.1.1 Executive Summary

The Gender Equality Plan (GEP) was developed at the Jožef Stefan Institute as a part of the activities within the Athena project taking into account suggestions and feedback from the employees and external gender equality experts. The GEP was formally adopted at JSI on October 20, 2022. Since the implementation of some of the GEP actions foreseen for 2022 began prior to the formal adoption of the GEP, the monitoring report covers all activities that took place or were initiated in 2022.

The implementation of the GEP at JSI proceeds and planned actions for 2022 were either successfully implemented or initiated during the reporting period. The list of indicators was shaped to enable implementation and monitoring of the proposed actions. While most of the indicators should be available within the course of the project, developing an automatic process for data acquisition from the current JSI information system requires several adjustments of the internal processes and of the system itself. To bridge this gap, while waiting for the information systems to be upgraded, we have manually obtained some of the indicators from corresponding internal JSI databases.

We can observe that the general awareness of gender equality issues and their relevance for JSI's work has increased at the institutional level. This noticeable change is very likely the result of the promotion of activities conducted in the ATHENA project.

An important step in the implementation of the GEP was the hiring of a new staff member in the Director's Office, who joined in September 2022 as Gender Equality Officer for specifically dealing with gender equality issues at the Institute. This action was implemented even earlier than originally planned. The Gender Equality Officer has played an important role in the implementation of the GEP and will continue to do so. Another successful action is the preparation of the guidelines for gender-sensitive language and raising awareness of its use. We can already observe that now both forms for women and men in Slovenian language are increasingly used in various types of communication at JSI, compared to previously predominant usage of the language form for men.

The planned trainings on improving gender equality and reducing unconscious bias for different participant profiles were successfully conducted in October and November 2022. The topics selected were evaluated as useful and the overall attendance surpassed the set indicator (150 participants). However, for future seminars and trainings, we would like to achieve a more balanced gender ratio among the participants and a greater participation from employees that are in leadership positions.

To initiate the change and implement of the GEP, we need to establish a broad collaboration and open communication among the various stakeholders within JSI. We need to continue to raise awareness of gender equality, promote actions and in general to be more proactive.

4.1.2. Introduction

Name of the organisation	Jožef Stefan Institute
Type	public
Dimension	<p>The Jožef Stefan Institute is the leading Slovenian scientific research institute, covering a broad spectrum of basic and applied research. The staff of 1156 specializes in natural sciences, life sciences and engineering. The mission of the Jožef Stefan Institute is the accumulation - and dissemination - of knowledge at the frontiers of natural science and technology to the benefit of society at large through the pursuit of education, learning, research, and development of high technology at the highest international levels of excellence.</p> <p>On 31 December 2022, out of a total of 1156 employees, 443 were women and 713 were men. Out of a total of 921 researchers, 306 were women and 615 were men; among researchers there were 235 young researchers (PhD students) - 95 women and 140 men. The total number of administrative staff and support services was 235, out of whom 137 were women and 98 were men.</p>
Main aims of the GEP	
<p>The Gender equality Plan (GEP) is an important document for Jožef Stefan Institute (JSI) created based on a thorough analysis of the current situation and considering urgency and feasibility of possible actions. The GEP includes a set of measurable and time-defined commitments and proposed actions to promote sustainable organizational change that supports gender equality and equal opportunity, contributes to a stimulating, inclusive, and safe work environment for staff and students, and thereby fosters long-term creativity in research and strengthens excellence in science.</p> <p>GEP at JSI was formally adopted on October 2022 and signed by director on November 2022.</p>	
GEP implementation and E&M structure	
Responsible person(s)/department(s) for GEP implementation coordination	Romana Jordan, Assistant Director for Eu Affairs
Responsible person/s/department(s) for GEP monitoring and evaluation.	Vida Vukašinović, researcher, Computer Systems Department Melita Tramšek, researcher, Department for Inorganic chemistry and technology Dunja Mladenčić, head of Department for Artificial Intelligence
<p>The responsibility for the implementation of the GEP is under the Director's Office, namely the Assistant Director for EU Affairs. The assessment of the data at JSI and updates of the GEP are under the responsibility of the Director, the Director's office, the GEPI Committee and the dedicated person for gender equality (Gender Equality Officer). During the implementation period of the Athena project, the Athena members and the GEPI Committee are responsible for the monitoring and implementation of the GEP.</p> <p>Monitoring and evaluation system is in place and the Athena consortium members are at this point responsible for its implementation. For the collection of the data the support</p>	

services such as HR unit, Director's Office, Secretariat need to be included in order to prepare "raw" data.

Initiatives with relevant impact on the GEP implementation and promotion

The JSI Athena members were so far the most proactive group of employees to initiate and promote actions to lead organizational change towards gender equality. In addition, members of the GEPI Committee have an important role in the process since the Committee will be able to propose changes, actions and recommendations to the decision making bodies.

The Scientific Council is one of the main decision making bodies at JSI. The Scientific Council establishes the guidelines for the scientific research and educational activity of the Institute and is responsible for the educational and professional development of the researchers. The members are appointed from among senior researchers.

Another very important decision-making body of the Institute is the Board of Governors, which discusses and adopts the Statute and other general legal acts, the action plan, the annual report and the five-year report, the financial plan and the annual financial statement. The board also appoints the Director of the Institute, agrees to the choice of senior managers and researchers, discusses and passes decisions regarding the initiatives of the Scientific Council. Only three out of nine members of the Board of Governors are directly elected by the Institute.

It is very important to point out that the initiative and support for changes at institutional level come from the Director and the Director's office.

If we are to achieve real change at the institutional level, all the relevant decision-making bodies will have to act in a coordinated manner. We will also need to focus on initiatives that will come from various stakeholders within the institute such as young researchers, administrators, researchers, and so on.

4.1.3. Analysis of the Process Indicators

The Gender Equality Plan for the Jožef Stefan Institute was approved by the Scientific Council on October 22, 2022 and signed by the Director of the Institute Prof. Dr. Boštjan Zalar on November 3, 2022 [1]. The JSI GEP addresses actions in the following five areas agreed within the Athena project, which are monitored and evaluated:

- 1.) Work-life balance and organizational culture
- 2.) Gender balance in leadership and decision-making
- 3.) Gender balance in recruitment and career progression
- 4.) Integrating gender dimension into research and teaching content
- 5.) Measures against gender-based violence, including sexual harassment

Actions planned for 2022 have either been successfully implemented or initiated in the reporting period. The indicators were carefully selected, presented to the members of the JSI ATHENA group and incorporated into the GEPVISION. Not all of the planned actions were completed by the 31th December 2022.

One of the main issues in monitoring and evaluating the implementation of the GEP is related to obtaining sex/gender-disaggregated data. Some data can be retrieved from the JSI information system, while others are difficult to access or locate and must be manually computed.

We have successfully obtained partial data for 2021 and can compare it, at least to some extent, with the data for 2020 (initial state). This provides us with an insight into how we can obtain the data, in what form we can collect it, and last but not least, it allows us to assess progress or regress in the area of gender equality. Most of the data (data for 2022) will not be available yet at the beginning of January 2023.

Below, only actions that have either been fully implemented or have already been initiated are presented.

Work life balance and organisational culture

GEP Objective	<p>Provide institutional policy framework on reconciling work and family life (flexible work arrangements, remote work, career development for parents/carers, flexibility regarding postdoctoral training)</p> <p>Improve awareness about gender equality and unconscious bias through use of gender-sensitive language in internal acts</p>
Description of the action	<p>Description is related to Action 1.1.</p> <p>Formulate proposals for changes to internal acts; Conduct meetings with the Director and Heads of departments to advocate for and propose changes that will lead to better work-life balance of students and staff; Organize discussions and workshops; publish and disseminate new/revised acts.</p> <p>Prepare guidelines for gender-sensitive use of language in internal acts; Inform responsible staff about guidelines and support them in the use of gender-sensitive language; Submit all newly</p>

	adopted/ revised internal acts for review to ensure incorporation of gender-sensitive language.
Indicator(s)	1) Number of proposals for modified internal acts related to work-life balance and career development presented to leadership in a calendar year 2) Share of newly adopted internal acts incorporating gender-sensitive language in a calendar year
Thresholds	1) Unsatisfactory: $N < 1$ Satisfactory: $1 \leq N \leq 2$ Very satisfactory: $N > 2$ 2) Unsatisfactory: $N < 80\%$ Satisfactory: $80\% \leq N \leq 90\%$ Very satisfactory: $N > 90\%$
Responsible person(s)/ Department(s)	Director Secretariat Scientific council HR dedicated person
Source of financing	Athena project, JSI
Results and Comments	

Action 1.1: There is no official framework at the institutional level to promote and enable flexible work arrangements and remote work with the view of reconciling work and family life. The possibility to work from home has been introduced as measures to reduce the risk of infection during the COVID-19 pandemic. Department or center heads formalize remote work (working from home) in an individual's employment contract (in practice usually five working days per month to up to ten working days per month). The GEP is addressing the issue and there is no other formal proposal to amend the internal legal acts.

On 21 April 2022, the JSI Athena Consortium and the GEPI Committee submitted a proposal on the flexibility of promotion criteria of JSI researchers to the Director of the JSI and the President of the Scientific Council. The proposal addresses the requirement for postdoctoral training abroad which has been identified as a key obstacle in the course of career progression for female researchers and young parents more generally. In the case of Senior Research Associates, it has been proposed to allow the postdoctoral training to be completed at a later stage when it is more feasible for parents to temporarily move abroad. In order to obtain the title of a Research Associate, it was proposed that the requirement for a training abroad is replaced with various options, all of which represent an achievement in an individual's scientific career (a proven track record of scientific research, such as an award of an ARRS postdoctoral or early-career research project, or an international project, or training in a development department in the industry for a total duration of at least one academic year, or a published article in a top journal in the relevant field). The Scientific Council has not yet addressed the proposal.

Guidelines for the gender-sensitive use of language in JSI internal acts were prepared and approved by the GEPI Committee in March 2022 [ii]. During 2022, gender-sensitive language was progressively applied to new or modified internal acts (e.g. *Rules on the selection and (co)financing of doctoral candidates and doctoral candidates from the programme pillar of stable funding* (8. 6. 2022)) [iii]. In the reporting period, a draft

proposal of an internal act (*Instructions for the implementation and payment of the costs of hosting guests and guests of the Jožef Stefan Institute*) has been submitted for review to the Assistant Director for EU Affairs (national coordinator of the Athena project) and the newly hired Gender Equality Officer to ensure gender-sensitive use of language is consistently used.

GEP Objective	Set up institutional framework to measure and assess gender equality
Description of the action	Description is related to Action 1.2. Collect data, analyze and monitor all GEP indicators in order to prepare annual gender equality assessments
Indicator(s)	1) <i>Annual Gender Equality Assessment Report produced</i>
Thresholds	1) Very satisfactory if report has been produced in the year Satisfactory if the report production is running Unsatisfactory if the report production did not start
Responsible person(s)/ Department(s)	Director's office HR dedicated person
Source of financing	Athena Project, JSI
Results and Comments	

Action 1.2: The Annual Gender Equality Assessment for 2022 will be prepared in the first half of 2023. In the reporting period, data collection was underway. Our aim is that the Annual Gender Equality Assessment Report is produced in such a manner that includes all relevant data and facilitates the implementation of the GEP in the years to follow.

GEP Objective	Monitoring gender equality at JSI by measuring sex/gender-disaggregated HR data
Description of the action	Description is related to Action 1.3. Collect sex/gender-disaggregated HR data to monitor current status and measure progress or regress towards gender equality on the institutional level
Indicator(s)	Annual data analysis of HR sex/gender disaggregated data produced
Thresholds	Very satisfactory if data analysis has been produced in the year Satisfactory if data analysis is running Unsatisfactory if data analysis did not start
Responsible person(s)/department	Director's office Secretariat Service for Business Informatics International Project Office HR dedicated person
Source of financing	Athena Project, JSI
Results and Comments	

Action 1.3. Data analysis for 2022 is running. Responsible persons at JSI are collecting results of outcome indicators for 2022.

GEP Objective	Improve awareness of staff of gender equality and unconscious bias
Description of the action	Description is related to Action 1.5. General awareness at JSI of gender equality issues - measured by interviews, surveys, workshops, annual survey (once a year);
Indicator(s)	1) Number of staff members included in surveys on gender equality in a calendar year 2) Number of staff members included in workshops on gender equality in a calendar year
Thresholds	1) Unsatisfactory: $N < 100$ Satisfactory: $100 \leq N \leq 200$ Very satisfactory: $N > 200$ 2) Unsatisfactory: $N < 30$ Satisfactory: $30 \leq N \leq 100$ Very satisfactory: $N > 100$
Responsible person(s)/ department(s)	Athena members GEPI committee HR dedicated person
Source of financing	Athena Project, JSI
Results and Comments	

Action 1.5. In November 2021 a staff survey was successfully completed (39% of all employees). In 2022 we did not conduct a survey among all employees. It is planned to conduct a yearly survey from 2023 onward.

The total number of participants of the educational seminars on gender equality which took place in October and November 2022 was 201 (126 women, 69 men, 6 undisclosed), surpassing the planned indicator of 150 participants. In addition, video recordings of all seminars have been published on the JSI Gender Equality webpage, where they can be accessed by all employees. They will be subtitled in English in early 2023 to ensure accessibility for foreign language speaking staff and students.

Although the number of participants was reasonably high and the threshold was surpassed, we are noting the limited number of male participants and heads of department/centers.

GEP Objective	Improve awareness of staff of gender equality and unconscious bias
Description of the action	Description is related to Action 1.6. Organize seminars to improve gender equality and reduce unconscious bias for various profiles of participants (e.g., decision-making bodies and Heads of departments, all employees). Encourage staff to participate in seminars.
Indicator(s)	Number of seminars and trainings on gender equality organized at JSI in a calendar year
Thresholds	Unsatisfactory: $N < 1$ Satisfactory: $1 \leq N \leq 2$

	Very satisfactory: N>2
Responsible person(s)/ department(s)	Director's office Athena members GEPI committee HR dedicated person
Source of financing	Athena Project, JSI
Results and Comments	

Action 1.6. This action was very successfully implemented, since in October and November 2022 [IV], JSI organized five educational seminars for all employees on the following topics:

5/10/2022: Unconscious bias and its influences in the work environment

13/10/2022: Gender equality in leadership and decision-making

25/10/2022: How to achieve work-life balance?

27/10/2022: Ethics, integrity and gender equality in research

11/11/2022: Gender equality in career progression and recruitment

Gender balance in leadership and decision-making

GEP Objective	Improve gender balance in leadership positions and decision-making bodies
Description of the action	Description is related to Action 2.1 Formulate and propose institutional rules to improve gender balance in leadership positions and decision-making bodies and limit the number of mandates one can hold in individual board
Indicator(s)	Number of proposals for modified/new internal acts presented to leadership
Thresholds	Unsatisfactory: N=0 Satisfactory: N=1 Very satisfactory: N>1
Responsible person(s)/department(s)	Director Secretariat Scientific council Heads of units HR dedicated person
Source of financing	Athena Project, JSI
Results and Comments	

Action 2.1. has not been realized yet.

GEP Objective	Improve visibility of women researchers
Description of the action	Description is related to Action 2.2. Awareness campaign about women in research: active promotion of women researchers in the media and through other communication means
Indicator(s)	Number of articles, news pieces, social media posts, publications on topic of gender equality and the promotion of women in science in a calendar year prepared by JSI
Thresholds	Unsatisfactory: $N < 5$ Satisfactory: $5 \leq N \leq 15$ Very satisfactory: $N > 15$
Responsible person(s)/ department(s)	Director's office JSI PR office Head of units HR dedicated person
Source of financing	Athena Project, JSI
Results and Comments	

Action 2.2. Although this action is planned to formally start in 2023, it has already been actively implemented and monitored in 2022. Through active promotion of the achievements of women researchers and their work via JSI communication channels, we improved their visibility and raised awareness about women in research. The number of news pieces, articles and posts were checked only at official JSI media and exceeded 15 contributions:

- JSI web page [v]: (19 contributions)
- JSI Facebook page [vi] (27 contributions),
- and the JSI web page dedicated to gender equality [vii]. On this page in one of the subsections we improved the visibility of women researchers by presenting their opinions and short stories [viii] (9 contributions).

On the above-mentioned platforms, news about the adoption of the GEP was published in order to reach a large number of JSI employees.

In the December 2022 issue of the institute's internal newsletter "Novice IJS" ("JSI News"), an article by the Gender Equality Officer on the adoption of the GEP was published [ix].

The visibility of women researchers was furthermore achieved through news pieces and articles on recipients of prestigious awards (e.g. Zois award) and grants (ERC grant). The visibility of women researchers was also promoted with news publications on the occasion of the International Day of Women and Girls in Science (11. 2. 2022) and International Women's Day (8. 3. 2022).

GEP Objective	Increase in the number of women recipients of research awards
Description of the action	Description is related to Action 2.3. Support women researchers to apply for awards, encourage leaders of research groups to nominate female colleagues for awards, promote female recipients of awards

Indicator(s)	Number of women researchers nominated for awards
Thresholds	Unsatisfactory: $N < 5$ Satisfactory: $5 \leq N \leq 15$ Very satisfactory: $N > 15$
Responsible person(s)/ department(s)	Director Heads of units HR dedicated person
Source of financing	Athena Project, JSI
Results and Comments	

Action 2.3. Although this action is planned to formally start in 2023, it has already been actively implemented and monitored in 2022. The data on the number of nominations for selected awards are very difficult to obtain. In some cases, the nominee may be nominated for the award by colleagues without the institution knowing. This makes the collection of this type of data difficult. However, Athena JSI members actively empowered women researchers to apply for awards, whenever an award call was announced from 2020 onwards. Moreover, whenever the invitation was sent through the JSI, the Athena JSI Coordinator wrote to the colleagues to pay attention to their female colleagues and nominate them for awards.

The number of nominations and reward recipients for the selected national rewards from JSI was: Zois and Puh Award: nominated 3 women, 13 men, recipients: 2 women, 2 men; Blinc Recognition; nominated: 2 women, 5 men; recipients from JSI: 0 woman, 1 man).

Collecting and analyzing data on the number of nominees by gender and the empowerment of women who agree to be nominated will help ensure that award nominations and recipients are more gender equitable in the future.

Gender equality in recruitment and career progression

GEP Objective	Develop and implement institutional framework for ensuring gender equality at all stages of the employment cycle (recruitment, career planning and development, career progression, internal awards system, training, mentorship, awards, grants)
Description of the action	Description is related to Action 3.1. Recruit and employ new HR staff member dedicated to gender equality issues
Indicator(s)	Staff member for gender equality successfully recruited
Thresholds	Unsatisfactory: recruitment not completed Satisfactory: recruitment is on-going Very satisfactory: recruitment is completed
Responsible person(s)/ department(s)	Director
Source of financing	JSI

Results and Comments

Action 3.1. The action was planned to start in 2023, however the staff member for gender equality issues (Gender Equality Officer) was employed on 12 September 2022. This represents an important step towards ensuring gender equality at all stages of the employment cycle and helps to overcome the lack of in-house knowledge on the subject of gender equality.
The role of Gender Equality Officer at JSI is very important especially in the early stages of the GEP implementation.

Integration of gender dimension into research and teaching content

GEP Objective	Improve awareness about gender equality and reduce unconscious bias through use of gender-sensitive language in internal acts
Description of the action	Description is related to Action 4.2. Prepare guidelines for gender-sensitive use of language in internal acts; Inform responsible staff about guidelines and support them in the use of gender-sensitive language; Submit all newly adopted/revised internal acts for review to ensure the application of gender-sensitive language.
Indicator(s)	Share of newly adopted internal acts incorporating gender-sensitive language in a calendar year
Thresholds	Unsatisfactory: N<80% Satisfactory: 80%≤N≤90% Very satisfactory: N>90%
Responsible person(s)/ department(s)	Director's office Athena members HR dedicated person
Source of financing	Athena Project, JSI

Results and Comments

Action 4.2. Draft guidelines for the gender-sensitive use of language in JSI internal acts have been prepared at the beginning of 2022. In November and December 2022, they were further elaborated by the newly hired Gender Equality Officer to include other forms of communication (e.g. public events, correspondence, other documents) and submitted for internal review. It is expected that the final version of the guidelines will be confirmed at the beginning of 2023 and presented to employees and the management.

The aim of this action is also that modified and newly adopted internal acts are written in gender-sensitive language. For this purpose, each act will be reviewed by the Assistant Director for EU Affairs and/or JSI Gender Equality Officer. One proposal of an internal act was submitted for their review in October 2022.

To our knowledge two Internal acts have been changed in the previous year out of which the act covering the financing of the PhD Students is written in gender-sensitive language

[iii], while the act covering the systematization of work positions is not written in gender-sensitive language [x].

GEP Objective	Improve awareness about gender and reduce unconscious bias through use of gender-sensitive language at public events organized at JSI
Description of the action	Description is related to Action 4.3.
	Prepare guidelines for gender-sensitive use of language at public events; Organize a workshop to inform staff about guidelines and support them in the use of gender-sensitive language.
Indicator(s)	Guidelines on the use of gender-sensitive language at JSI events published
Thresholds	Very satisfactory if guidelines have been produced in the year Satisfactory if guidelines are currently being prepared Unsatisfactory if preparation of guidelines has not yet started
Responsible person(s)/ department(s)	Director's office JSI PR office HR dedicated person
Source of financing	Athena Project, JSI
Results and Comments	

Action 4.3. The guidelines for gender-sensitive use of language at JSI, including public events, will be finalized and published in the beginning of 2023. The members of the JSI Athena consortium and the GEPI Committee have been actively promoting and encouraging the use of gender-sensitive use of language at JSI events. The increasing use of gender-sensitive language is noticeable in the language used in invitations to the various JSI events, for example in the invitations to the sessions of the Scientific Council. The use of gender-sensitive language was also noticed in the case of invitation to join JSI as Young researcher (both gender forms of the word “researchers” in Slovenian language were used (“raziskovalk in raziskovalcev”) [vi], published 22. 8. 2022, 8. 7. 2022).

Measures against gender-based violence including sexual harassment

GEP Objective	Provide institutional framework related to prevention, protection, reporting and responding to gender-based violence (GBV) incidents
Description of the action	Description is related to Action 5.1.
	Review, revise and disseminate widely internal act on gender-based violence
Indicator(s)	Internal act on gender-based violence adopted
Thresholds	Very satisfactory if act has been adopted in the year Satisfactory if act is currently being adopted Unsatisfactory if the preparation of act did not yet start

Responsible person(s)/ department(s)	Director's office Athena members *Dedicated person at JSI
Source of financing	Athena Project, JSI
Results and Comments	

Action 5.1. The internal act regulating sexual harassment and other forms of gender-based violence (adopted in September 2021) have been under review in the reporting period by the newly hired Gender Equality Officer. To this end, desk review of protocols of relevant academic institutions were on-going in the reporting period.

GEP Objective	Provide institutional framework related to prevention, protection, reporting and responding to gender-based violence (GBV) incidents
Description of the action	Description is related to Action 5.3. Design and implement awareness raising workshops on the topic of gender-based violence for staff and students
Indicator(s)	1) Number of implemented workshops on gender-based violence, annually 2) Number of employees and students trained on the topic of GBV, annually
Thresholds	1) Unsatisfactory: <1 Satisfactory: =1 Very satisfactory: >1 2) Unsatisfactory: <30 Satisfactory: 30%≤N≤50 Very satisfactory: >50
Responsible person(s)/ department(s)	Director's office Athena members HR dedicated person
Source of financing	<i>Athena Project, JSI</i>
Results and Comments	

Action 5.3. First workshop on gender-based violence has been postponed to 2023 due to the large number of gender-related workshops that were held in late 2022. A workshop on preventing, identifying and responding to gender-based violence will be organized in early 2023. In the reporting period, the identification of external experts and the formulation of draft agenda was on-going.

4.1.4 Conclusions and Recommendations

The development and adoption of the GEP in October 2022 represents an important milestone in the Jožef Stefan Institute's journey towards becoming an institution in which gender barriers are actively removed on the path to achieving gender equality. The GEP is the result of a years' long process, mainly spearheaded by the members of the Athena Consortium, with the assistance of the members of the GEPI Committee and several other colleagues, who have assessed and analyzed gender equality at JSI and elaborated an action plan that has led to the formulation of the GEP, a document that has been reviewed and approved by the decision-making bodies of the JSI (the Scientific Council and the Director of the Institute).

The GEP is intended as a living document, and monitoring and evaluation allow us to identify its strengths and weaknesses. The first report on the implementation of the GEP (the internal monitoring report) has demonstrated that most of the activities planned for 2022 have been successfully implemented.

In all five thematic areas (*Work-life balance and organizational culture, Gender balance in leadership and decision-making, Gender balance in recruitment and career progression, Integrating gender dimension into research and teaching content, Measures against gender-based violence, including sexual harassment*), all planned activities have been either initiated or implemented.

One of the main lessons learnt in 2022 is that we can confidently assume that the awareness of gender issues has been raised at the institutional level. This noticeable shift is likely to be the result of the promotion of the activities under the ATHENA project and the conscious decision that women researchers should be more visible and their achievements and contributions adequately recognized.

The number of news pieces on the JSI website and JSI social media (Facebook) has certainly contributed to the visibility of women and the increased awareness of gender equality issues. We can confidently state that these messages are an important tool to present women researchers as role models for future generations. Several articles on gender equality at JSI that were published in the internal JSI news in late 2021 and 2022 also played an important role in raising awareness of gender equality issues at the institutional level [xi, xii, xiii].

A significant step forward in the implementation of the GEP was the hiring of a new employee in the Director's Office specifically dedicated to gender equality issues in September 2022, which was initially planned to take place in 2023. The Gender Equality Officer has had and will continue to have an important role in the implementation of the GEP. JSI employees were informed about the GEP and also about the employment and role of the Gender Equality Officer via JSI news [ix]. The GEPI committee (established in August 2021) members monitor the implementation of the GEP. The committee plays and will continue to have a key

role in the introduction and implementation of institutional changes at JSI, as well as in the successful implementation of the Athena project.

Another successful action is the preparation of the guidelines for the gender-sensitive use of language. In early 2022, draft guidelines for gender-sensitive language use in internal JSI legal acts were prepared [ii]. Additionally, we raised awareness of the gender-sensitive use of language in public communication, which has been increasingly used in news articles and social media posts related to the work and research achievements of JSI. Both forms for women and men in the Slovenian language are used more frequently in various types of communication at JSI.

Planned trainings on improving gender equality and reducing unconscious bias for different participant profiles were successfully conducted in October and November 2022 [xiv, iv]. The number of participants was relatively high (over 200). However, for future seminars and trainings we would like to achieve a more balanced gender ratio among participants and a greater participation of the Heads of Departments and Centres who have an instrumental role in cascading the knowledge to other staff as well as influence over the organization of work, career development etc.

There are some actions that have either been postponed or are still ongoing. One of the main challenges encountered was obtaining sex/gender-disaggregated HR data and some other specific data (e.g. nominations for research awards). This data is one of the outcome indicators we need to collect in order to produce an annual gender equality assessment report and measure progress or regression in achieving gender equality. We recognise that it is not realistic to expect data from HR colleagues in early January for the previous year. We hope that most of the data will be easier to obtain through the information system in the future, making it easier to track progress.

At this stage, the implementation of the GEP cannot be fully evaluated. The GEP has formally been in place for only two months. We have been able to monitor GEP activities, but data collection needs to be organized at the organizational level. We have improved collaboration between different JSI units in order to collect, monitor and evaluate sex/gender-disaggregated data, however how best to collect all data (not only HR-related) needs to be discussed with all stakeholders in the future. We need broad collaboration and open communication among the various stakeholders within the JSI. Responsibilities for data collection and reporting need to be revised and assigned to responsible individuals/offices next year. All staff should be aware that the implementation of the GEP is not just a "women's issue" but rather that it is important for us all.

A complete comparison of the qualitative GEA indicators defined under WP2 is not possible at this time because not all HR data are available for 2022.

However, we can compare the following data:



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research potential

- Among the department heads, 18% are women, a slight increase compared to 2020 (16%).
- Out of the members of the Scientific Council, 20% are women, down from 27% in 2020.
- On the Board of Governors, one of the three representatives elected by the JSI is a woman; there were no women among the previous members elected by the JSI.
- In 2020, the first database on gender-segregated statistics was established at JSI. In 2020, the proportion of women in total employment (11119) was 36.5 %. Among 856 researchers, 30.1 % were women. In 2022 the proportion of women among all employees (1156) was 38.3 %. Among 921 researchers, 33.2 % are women. We can notice a slight increase in the portion of women among all employees and researchers.
- The indicator that we are aiming to follow is also the number of young researchers (PhD students). Among all active PhD students, 35.8 % were women in 2020, while in 2022 40.4 % were women.
- 49 % (46% in 2020) of female researchers are young (25-34 years), 24 % (37% in 2020) in age period (35-44 years), 11 % (13 % in 2020) in age period (45-54), and 16 % (13 % in 2020) older than 55 years.

4.1.5. References

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- [¹] Gender equality at Jožef Stefan Institute, announcement of trainings, Enakost spolov na Institutu »Jožef Stefan«, napovednik dogodkov, Novice IJS, September 2022, page 3

4.2 Jan Kochanowski University of Kielce– UJK

4.2.1 Executive Summary

The Gender Equality Plan for Jan Kochanowski University in Kielce was accepted and published on March 31, 2022. The implementation of its measures has started since April 1, 2022. The current monitoring report represents the achieved results of the implementation of the planned activities and indicators in the period from April 1 to December 31, 2022.

The main points of the Plan resulted from the 2021 diagnosis, which outlined the direction of the goals and individual activities. The main assumption of the Plan is to maintain equal opportunities for scientific development at Jan Kochanowski University in Kielce, to ensure a balance between men and women in terms of access to science, education, recruitment, including for managerial positions - so that the University is a socially responsible institution.

During the year of implementation of the Gender Equality Plan at Jan Kochanowski University in Kielce, a number of measures have been taken to gradually achieve its goals.

The e-learning platform was started, which will ultimately be **a place for information exchange, a source of knowledge** on equality in the broadest sense, **a training platform and a forum for discussions** with experts and female experts from the world of science and in other fields of life in which care for equality plays a special role.

There were dedicated **training sessions for the University authorities**, for members of the Gender Equality Committee and for all employees. Training sessions were held both during the work on the Plan and in 2022 - after the publication of the document. During October and November 2022, a series of training sessions was provided to the entire UJK community. It was conducted in the form of 5 independent modules: Module 1 - "Unconscious bias in the workplace", Module 2 - "Gender perspective in research", Module 3 - "Equal opportunity and non-discrimination in research projects", Module 4 - "Wanted, wanted - equality in career advancement and recruitment at the university", Module 5 - "Inclusive language". The materials of the training courses were uploaded to an e-learning platform. The webinars were both financed and implemented as part of the Athena project.

A system has been set up to monitor and evaluate the GEP for gender equality.

The Athena team for monitoring and evaluation initiated the process of monitoring the implemented activities, but also the balance of women and men in different areas of UJK in to develop knowledge based on the collected data, as planned.

As part of the monitoring and evaluation system, the GEPVision platform was launched - a tool for collecting data on the defined indicators and tasks of the Gender Equality Plan.

There was **appointed a Gender Equality Ombudsman/woman position** to ensure the equal treatment of women and men in terms of access to science, education, or recruitment to leadership positions at the University by, for instance, monitoring any

incidents of violation of equal treatment, providing training, awareness raising activities and also coordinating the implementation of the Gender Equality Plan at UJK.

During the reporting period, from April 1 to December 31, 2022, fifteen of the seventeen planned activities were initiated, while two activities were not undertaken. The methodology or procedure for monitoring gender-based violence at UJK was not developed, and there were no changes to the increasing of the Social Fund subsidy for children's stay in nurseries and kindergartens under point 3 of the Balance between private and professional life item. This may have been due to the lack of adequate communication and coordination of work between the coordinator of the tasks being implemented and the members and units of UJK responsible for the above-mentioned activities.

Undoubtedly, an important element in the implementation and coordination of the activities of the Plan for Gender Equality is **appropriate communication, resulting in greater visibility of the Plan itself and undertaken activities**. There is an important distribution of knowledge, research results and information about the results achieved and measures undertaken at the University. Definitely, a significant role is played in this area by the function of the Gender Equality Ombudswoman.

It should be noted at this point that the implementation of the Gender Equality Plan at UJK coincided with the **period of the occurrence of the war in Ukraine**, and the University - like other higher education institutions in Poland - had to confront this situation and introduce additional procedures or solutions for Ukrainian citizens. Particularly the first period of the war there was intensely engaging, both professionally and privately, for the entire University community.

4.2.2. Introduction

Name of the organisation	Jan Kochanowski University
Type	public
Dimension	<p>On 31 December 2022, out of a total of 1601 employees, 959 were women (59,9%) and 642 (40,1%) were men.</p> <p>Out of a total of 733 researchers, 379 (51,7%) were women and 354 (48,3) were men.</p> <p>Out of total of 2727 teaching staff 167 (61,4%) were women and 105 (38,6%) were men. I</p> <p>n total number administrative staff was 499, out of whom 365 (73,1%) were women and 365 (26,9%) were men.</p> <p>The total number of students was 10 700; PhD candidates 314: 185 women (58,9%) 129 men (41,1%)</p>
Main aims of the GEP	
<p>The Developed Plan Gender Equality for Jan Kochanowski University in Kielce for 2022 - 2025 is a guide for the entire academic community in the area of equalizing opportunities for women and men and creating opportunities in professional development.</p> <p>It was designed and developed as part of the Horizon 2020 - Athena project "Implementing gender equality plans to unlock research potential of research performing organizations (RPOs) and research funding organizations (RFOs) in Europe".</p>	

The plan was prepared by the Athena project team and members of the Gender Equality Committee. The document titled "Gender Equality Plan 2022: The University for Social Responsibility" was accepted and signed by H.M. Rector of UJK on March 31, 2022: [link](#).

The Plan is an integral part of the policy of Jan Kochanowski University in Kielce in terms of the development of the University as a Socially Responsible Institution and complementing the institutional solutions which are already in progress.

The primary goal of the Plan is to achieve the establishment of a workplace in which there is harmonious development and collaboration of employees.

The main purpose consists of the following specific objectives:

Objective 1: To promote awareness of gender equality

Objective 2: Equality in the recruitment process and access to career development support

Objective 3: Balance between private and professional life

Objective 4: Equality in lecturing and research

Objective 5: Prevention of gender-based violence

Objective 6: Continuous improvement of UJK in the area of gender equality

Objective 7: Equality in management and decision-making positions

The above objectives relate to 5 thematic areas: 1. organizational culture and work-life balance. 2. gender balance in leadership and decision-making; 3. gender balance in recruitment and career development; 4. include the gender dimension in research and didactic content; 5. counteract gender-based violence including counteracting sexual harassment.

In 2022, there were planned activities consisting of six goals. The activities were mainly focused on increasing the awareness of the academic, scientific community about gender equality in science and refining the organizational culture of UJK in terms of equal chances in science.

GEP implementation and E&M structure

Responsible person(s)/ department(s) for GEP implementation coordination

1. The Gender Equality Ombudsman - coordination of the implementation of activities The Gender Equality Plan at UJK
 2. Athena project team
 3. Gender Equality Committee, including:
 - Internal Auditor
 - University Library
 - Center for Science and Culture
 - Human Resources Department
 - Education Department
 - Science Department
 - Payment Department
 - International Cooperation and Exchange Department
 - Deans of particular Faculties of UJK
 - Chancellor
 - Doctoral School Education Quality Committee
 - Coordinators of the Directions of Education Teams
 - Disciplinary Ombudsman for Academic Teachers
 - Doctoral School
 - University Anti-Mobbing and Anti-Discrimination Committee
 - University Committee on Education
- Supporting Members and Units:**
Paulina Telka, MA - Data Protection Officer
Izabela Frankowicz, MA – Legal Specialist

<p>Responsible person/s/ department(s) for GEP monitoring and evaluation.</p>	<p>Athena Project team for monitoring and evaluation:</p> <ol style="list-style-type: none"> 1. Ana Kaminska, PhD Department of Economics and Finance- Athena project coordinator at UJK 2. Kinga Stęplewska, PhD Department of Economics and Finance, - Athena project team member 3. Michał Stachura, PhD, Department of Economics and Finance, - Athena project team member <p>Supporting Members and Units:</p> <ol style="list-style-type: none"> 4. M.Sc. Pulina Telka - Data Protection Officer 5. M.Sc. Izabela Frankowicz - Legal Specialist 6. Jolanta Cichosz, PhD, Institute of Security
<p>The plan for gender equality was approved and published at Jan Kochanowski University in Kielce and implemented a system of monitoring and evaluation of the above plan: Established a monitoring and evaluation team; Activated the GEPVision link platform - a tool for collecting data on defined indicators and activities; Implemented a sub-page within HR Excellence to collect all information on events, activities in the field of gender equality in science, including the publication of monitoring reports on the implementation of the Gender Equality Plan at UJK. Tasks of the Monitoring and Evaluation Team include: systematic collection of necessary data of indicators and results in order to monitor the progress of implementation of activities of the Gender Equality Plan at UJK; conducting an audit of procedures and practices at UJK in the field of gender equality; and developing monitoring and evaluation reports. In addition, the above team collects data on UJK's academic community (employees, doctoral students, some students) by gender. The gathered data is entered, among other things, into the GEPVision platform, which allows continuous monitoring of the implementation of activities and the achieved results of the Gender Equality Plan. The GEPVision platform was the result of the Athena project and shared with project partners as a tool to support the monitoring and evaluation system, including for UJK. Evaluation and monitoring reports are presented to UJK authorities and the Gender Equality Committee for discussion and possible next steps, eventual changes to the Plan. In addition, the reports are published and distributed to the entire UJK academic community by publishing them on the UJK website, in a section dedicated to HR Excellence issues, including gender equality: https://www.ujk.edu.pl/webujk/resources/2023/styczen/Plan-Rownosci-Plci_Raport-monitoringowy.pdf</p>	
<p>Initiatives with relevant impact on the GEP implementation and promotion</p>	
<p>During the year of implementing the Gender Equality Plan at Jan Kochanowski University in Kielce, a number of initiatives have been undertaken to achieve its goals. A number of projects were executed to enable the University to become an accessible place for members with disabilities. These activities include the removal of architectural barriers, the use of facilities for the blind and deaf, but also the development of digitally accessible documents, conducting staff training to raise awareness of the difficulties faced by members with disabilities on a daily basis. The most significant documents for the operation of the University have been prepared, such as:</p> <ul style="list-style-type: none"> - Regulations of Work (Ordinance no. 83/2020 of the Rector of the Jan Kochanowski University in Kielce dated April 7, 2020, on the introduction of the Work Regulations at the Jan Kochanowski University in Kielce); - Regulations for Counteracting Mobbing and Discrimination (Ordinance no. 80/2021 of the Rector of the Jan Kochanowski University in Kielce dated June 7, 2021, on the introduction 	

of Regulations for Counteracting Mobbing and Discrimination at the Jan Kochanowski University in Kielce);

- Regulations for the Remuneration of Employees (Ordinance no. 160/2020 of the Rector of the Jan Kochanowski University in Kielce dated August 11, 2020 on granting the Remuneration Regulations for the Employees of the Jan Kochanowski University in Kielce)

- Regulations defining the principles of financing scientific research (Ordinance no. 2/2022 of the Rector of Jan Kochanowski University in Kielce dated January 13, 2022 amending Ordinance No. 61/2021 of the Rector of the Jan Kochanowski University in Kielce of May 6, 2021, on the introduction of Regulations defining the Principles of Financing Scientific Research, Development Work and Artistic Creation from UJK Funds),

- Executive Order of the Rector of UJK on the Criteria and Procedure for Periodic Evaluation of Academic Teachers (Ordinance no. 1/2020 of the Rector of Jan Kochanowski University in Kielce dated January 8, 2020 on the criteria and procedure for periodic evaluation of academic teachers employed at the Jan Kochanowski University in Kielce), Circular letter No. 1/2022 of the Rector of the Jan Kochanowski University in Kielce dated February 22, 2022 on the introduction of guidelines for the application of the principles of Open, Transparent and Merit-based Recruitment (OTM-R) of Researchers at the Jan Kochanowski University in Kielce, have been translated into English and published in the Public Information Bulletin of UJK to provide access to it to foreign participants.

In order to maintain the transparency of the University's employee recruitment process, information about ongoing competition proceedings is published in the University's BIP. Offers of employment are posted not only on the UJK website, but also on the portal pracuj.pl. Announcements about ongoing recruitment are also created in English and posted on portal Euraxess.

In addition, vacancies are being made according to a template detailing the employee's requirements and responsibilities in accordance with international standards.

There were introduced Guidelines for the Application of the Principles of Open, Transparent and Substantive Recruitment of OTM-R Scientists (attached to Circular Letter No. 1/2022 of February 22, 2022), as well as a recruitment offer template for scientists, a candidate evaluation questionnaire (different for the field of Art), a table specifying the candidate's profile, level, education, and necessary and desirable competencies. All these documents are annexes to the Circular Letter.

Transparency of the rules for applying for university students and doctoral students has been maintained at a high level through the introduction of acts on the

the amount of enrollment fees of candidates for studies, postgraduate studies and further education courses (Order No. 50/2022 of the Rector of UJK dated April 28, 2022),

Determination of admission limits for the first year of study in the academic year 2022/2023 for the University, as well as for candidates for the Doctoral School (Order No. 51/2022 of the UJK Rector of April 28, 2022 and Order No. 2/2022 of the UJK SD Director of April 28, 2022), establishment of UJK Recruitment Committees and UJK Doctoral School (Order No. 53/2022 of the UJK Rector dated May 10, 2022 and Order No. 77/2022 of the UJK Rector dated July 7, 2022).

According to the draft amendment to the Labor Code Act, which is scheduled from January, with the next part of it expected to take effect in March 2023, there will be provisions on the principles of flexible working hours, facilities for parents and remote work.

When the above mentioned changes come into effect, procedures inside the university will be adjusted to the new regulations. The planned convenience will enable parents working at the University, as well as patrons of elderly members or others who require it, to adjust working hours to their needs.

4.2.3. Analysis of the Process Indicators

Work life balance and organisational culture

GEP Objective	Objective 1.1. Provide institutional framework and necessary infrastructure for reconciliation of work and family life.
Description of the action	Action 1.1.1. Monitoring and increasing subsidies from the social insurance fund for children's stay in nurseries and pre-schools
Indicator(s)	Number of regulatory acts that are operative each year; Amount of subsidies for child care in nurseries/kindergarten
Thresholds	Unsatisfactory: N <0 Satisfactory: N=1 Very satisfactory: N>1
Responsible person(s)/department(s)	Rector in consultation with the trade unions
Source of financing	UJK
Results and Comments	

The subsidies for the attendance of children in nurseries and pre-schools at UJK are provided in accordance with the Regulations of the Company Social Benefits Fund of Jan Kochanowski University in Kielce, which is an annex to the Order of the Rector of UJK on the principles of management of social benefits fund (No. 9/2016 as amended). In 2022, there is no change in the conditions for granting this subsidy. (Regulamin Zakładowego Funduszu Świadczeń Socjalnych Uniwersytetu Jana Kochanowskiego w Kielcach,

https://bip.ujk.edu.pl/bip/files/zarzadzenia-2016/Zarzadzenie009_2016_reg.pdf.

The level of subsidy depends on the monthly income per family member in the employee's household². The annual limit of the subsidy per child remained unchanged in 2022 relative to previous years and ranged from PLN 800 to PLN 1,100.

The entire amount of subsidy in 2022 was PLN 167265.74.

GEP Objective	Objective 1.1. Provide institutional framework and necessary infrastructure for reconciliation of work and family life.
Description of the action	Action 1.1.2. Cooperation with the company nurseries/pre-schools
Indicator(s)	Number of expected children x year using nursery/kindegarden
Thresholds	Unsatisfactory: $2 < N \leq 9$; Satisfactory: N = 10 ; Very satisfactory: N > 10
Responsible person(s)/department	Chancellor

² Zarządzenie Nr 9/2016 Rektora Uniwersytetu Jana Kochanowskiego w Kielcach z dnia 25 lutego 2016 roku w sprawie zasad gospodarowania środkami funduszu świadczeń socjalnych, https://bip.ujk.edu.pl/zarzadzenie_nr_9_2016.html, (ze zmianami: https://bip.ujk.edu.pl/zarzadzenie_nr_28_2017.html; https://bip.ujk.edu.pl/zarzadzenie_nr_46_2019.html); Tabela kryterium dochodowego, https://www.ujk.edu.pl/bip/files/zarzadzenia-2016/Zarzadzenie009_2016_zal1.pdf

Source of financing UJK

Results and Comments

There is a kindergarten on UJK's campus, run by an external institution that leases premises from UJK. The kindergarten can be used (on a priority basis) by UJK employees and students. In 2022 (as of the end of December), there were 11 children of UJK employees/students enrolled in the kindergarten, which made up 22% of the total number of children attending the kindergarten.

GEP Objective	Objective 1.2. Improvement in the area of the gender equality
Description of the action	Action 1.2.1. Designing a monitoring system to monitor changes/trends among UJK community in the area of the gender equality Action 1.2.2. Designing of rules/procedures to conduct an audit and prepare gender equality report Action 1.2.3. Updating the Gender Equality Plan based on the results of the review/audit conducted Action 1.2.4. Preparation of annual reports on the implementation of Gender Equality Plan, based on achieved indicators
Indicator(s)	1.Number of reports for monitoring changes in the area of gender equality from 2022 to 2024 2. Procedures provided. Qualitative indicators 3. Changes made to the plan x year 4. Number of reports from 2022 to 2024 on the implementation of the plan
Thresholds	Ad. 1.: Unsatisfactory: N = 0 Very satisfactory: N>= 1 Ad. 2.: Unsatisfactory: N <1 Very satisfactory: N>=1 Ad. 3.: Unsatisfactory: no verification Satisfactory: the rules are verified and changed Very satisfactory: the rules are verified and implemented Ad. 4.: Unsatisfactory: N <1 Very satisfactory: N>=1
Responsible person(s)/ department(s)	Athena project team for monitoring and evaluation; GEPI Committee
Source of financing	Athena Project, UJK
Results and Comments	

With the approval and publication of the Gender Equality Plan, activities were initiated to develop and implement a system for monitoring and evaluation on GEP implementation. The description of the system along with information about the responsible team can be found in point 2 of this report, entitled Introduction/monitoring and evaluation system. As already indicated, the task of the monitoring and evaluation team is to systematically collect the necessary data, indicators and results in order to monitor the progress of the implementation of the Gender Equality Plan activities at UJK; conducting an audit of procedures and practices in the UJK in the field of gender equality and preparing/developing monitoring and evaluation reports. This report is one of the required indicators. The 1st Internal monitoring report on GEP implementation was prepared and published:

https://www.ujk.edu.pl/webujk/resources/2023/styczen/Plan-Rownosci-Plci_Raport-monitoringowy.pdf.

In addition, the team systematically collects data on the academic community of UJK employees, PhD candidates, in individual cases - students) disaggregated by gender. The monitoring and evaluation team has also developed a set of indicators and launched the GEPVision platform for UJK, this platform is used for systematic collection of data and monitoring activities. The actions taken are closely related to the activities of the monitoring and evaluation system developed under the Athena project. The UJK team is responsible for developing and implementing such a system for the entire Athena project Consortium.

GEP Objective	Objective 1.2. Improvement in the area of the gender equality
Description of the action	Action 1.2.5. Preparation of Gender Pay Gap indicator every year
Indicator(s)	Number of reports from 2022 to 2024 on salaries differences based on the archived data
Thresholds	Unsatisfactory: $N < 1$; Satisfactory: $N \geq 1$
Responsible person(s)/department(s)	Athena project team for monitoring and evaluation, Payroll department
Source of financing	UJK
Results and Comments	

The report was prepared as of 31.12.22 and is included as Appendix No. 1 to the Internal monitoring report on GEP implementation:

https://www.ujk.edu.pl/webujk/resources/2023/styczen/Plan-Rownosci-Plci_Raport-monitoringowy.pdf.

The analysis of employee salaries by gender - in general and by targeted groups of employees - pointed out that there were some differences in the average monthly salary level in 2022.

Thus, female UJK employees averaged monthly earnings of EUR 967.61, while men earned EUR 1055.67, which represented 96.47% and 105.25%. Therefore, the average earnings amounted to EUR 1003.05 with no division by gender. Thus, a certain disproportion between men and women is apparent.

The ultimate disproportion (in the sense of the greatest observed dominance of one gender over the other) in the average monthly salaries concerns the two following groups of staff. In the group of teaching and lecturing employees, women earned on average EUR 851.84 and men EUR 779.24, representing 103.52% and 94.70%, and their

average amount being EUR 822.84 (without gender division). In contrast, there was a group of technical workers, females with averaged earnings of EUR 744.45, while males earned EUR 922.08, which was 86.22% and 106.79%. As a result, the averaged value had a level of EUR 863.44.

In contrast, the smallest variation in monthly earnings was observed in the group of independent employees - professors and post-doctoral researchers. Their average earnings were at the level of: EUR 1448.73 for women, EUR 1486.10 for men, which was a percentage of 98.58% and 101.13%, generating an average value of EUR 1469.56.

Gender balance in leadership and decision-making

GEP Objective	Objective 2.1. Continue activities towards equal representation of men and women in the decision-making bodies of UJK
Description of the action	Action 2.1.1. Monitoring number of women and men in decision making bodies of UJK
Indicator(s)	N = Number of reports from 2022 to 2024 on decision making bodies composition
Thresholds	Unsatisfactory: $N < 1$; Satisfactory: $N \geq 1$
Responsible person(s)/department(s)	Athena project team for monitoring and evaluation
Source of financing	UJK
Results and Comments	

The report was prepared as of 31.12.22 and is included as Appendix No. 1 to the Internal monitoring report on GEP implementation:

https://www.ujk.edu.pl/webujk/resources/2023/styczen/Plan-Rownosci-Plci_Raport-monitoringowy.pdf.

At the University as a whole, the proportions of men and women in decision-making bodies were rather equal in 2022. The rector's group included 3 women (60.00%) and 2 men (40.00%), including the rector as a man. In the group of deans of all departments and affiliates as a whole, there were 13 women (54.17%) and 11 men (45.83%). In comparison, in the scientific bodies of institutes there were 112 women (49.34%) and 115 men (50.66%).

The highest gender disproportion in dean's groups referred to the Faculty of Humanities, with only women as deans. Meanwhile, the most extreme gender disproportion within the academic councils concerned both the Institute of Physics (7.69% women and 92.31% men) and the Institute of Pedagogy (75.00% women and 25.00% men).

Gender equality in recruitment and career progression

GEP Objective	Objective 3.1. Provide necessary conditions for monitoring and evaluation of gender equality in recruitment and career progression
Description of the action	Action 3.1.1. Maintaining rules of transparency in the recruitment process
Indicator(s)	Implemented procedures/changes
Thresholds	Unsatisfactory: no verification Satisfactory: the rules are verified and changed Very satisfactory: the rules are verified and implemented
Responsible person(s)/departments	Athena project team for monitoring and evaluation Department of Human Resources Department of Science
Source of financing	UJK
Results and Comments	

From 22.02.2022 at UJK, recruitment of staff for research and teaching is carried out in accordance with the Circular Letter of the Rector of UJK No. 1/2022 concerning the introduction of guidelines for the application of the principles of Open, Transparent and Substantive Recruitment of Researchers OTM-R at Jan Kochanowski University in Kielce. Complementing the document, there are instructions regarding the above rules, profiles of scientists, job offer template and candidate evaluation questionnaire. To ensure transparency and accessibility, all documents (in Polish and English), as well as information about ongoing competition proceedings (for members applying for each type of position) are published in the BIP of UJK. Also, some job advertisements are posted on portals: Euraxess and pracuj.pl. The publication of an audit report on the procedures in this regard operating at UJK is scheduled for 2023.

GEP Objective	Objective 3.1. Provide necessary conditions for monitoring and evaluation of gender equality in recruitment and career progression
Description of the action	Action 3.1.2. Ensuring a high standard of transparency in job advertisements
Indicator(s)	Number of job advertisements/job competitions/promotion opportunities created in inclusive language
Thresholds	Unsatisfactory: $N < 1$; Satisfactory: $N = 3$; Very satisfactory: $N > 3$
Responsible person(s)/department	Department of Human Resources
Source of financing	UJK
Results and Comments	

At UJK vacancies for staff in research and research and teaching are prepared in accordance with the template that is attached to the UJK Rector's Circular Letter No. 1/2022 on the introduction of guidelines for the application of the principles of Open, Transparent and Substantive Recruitment of Researchers OTM-R at Jan Kochanowski

University in Kielce. In 2022, 41 job offers for research and teaching staff prepared according to the aforementioned template. In addition, 33 job offers for other positions at UJK. A list of all job offers is available in the BIP of UJK, https://bip.ujk.edu.pl/konkursy_na_stanowiska_pracy.html.

GEP Objective	Objective 3.1. Provide necessary conditions for monitoring and evaluation of gender equality in recruitment and career progression
Description of the action	Action 3.1.3. Promoting and monitoring gender equality in the recruitment process
Indicator(s)	Number of reports collecting information about gender equality in the recruitment processes x year from 2023 to 2025
Thresholds	Unsatisfactory: N<1, Very satisfactory: N=1
Responsible person(s)/department	Athena project team for monitoring and evaluation Department of Human Resources
Source of financing	UJK
Results and Comments	

The report was prepared as of 31.12.22 and is included as Appendix No. 1 to the Internal monitoring report on GEP implementation:

https://www.ujk.edu.pl/webujk/resources/2023/styczen/Plan-Rownosci-Plci_Raport-monitoringowy.pdf.

Information on the composition (including gender breakdown) of the various selection committees, proceeding matters of employee recruitment, is collected in a "distributed" manner within individual units of the University - including the lowest-level units (institutes, departments). This state of affairs meant that gathering complete information on the whole University for 2022 was not impossible.

It is postulated that from 2023 it would be necessary to introduce a centralized, or at least less dispersed, system of reporting and information flow regarding the composition of selection committees.

GEP Objective	Objective 3.1. Provide necessary conditions for monitoring and evaluation of gender equality in recruitment and career progression
Description of the action	Action 3.1.5. Maintaining the transparency of the regulations and criteria for admission to university and doctoral schools
Indicator(s)	Modified/designed transparency procedures for admission to UJK and doctoral schools
Thresholds	Unsatisfactory: no verification Satisfactory: the rules are verified and changed Very satisfactory: the rules are verified and implemented
Responsible person(s)/department	Internal auditor, Doctoral School, Education Department
Source of financing	UJK
Results and Comments	

Recruitment for first- and second-level studies in 2022 took place in accordance with Resolution No. 57/2021 of the Senate of the Jan Kochanowski University in Kielce of June 24, 2021. on the conditions and procedures for recruitment to higher education in the academic year 2022/2023, while recruitment to doctoral studies - in accordance with Resolution No. 25/2022 of the Senate of the Jan Kochanowski University in Kielce of March 31, 2022 on the principles of recruitment of candidates to the Doctoral School of the Jan Kochanowski University in Kielce in the academic year 2022/2023 and Resolution No. 26/2022 concerning foreign candidates. Furthermore, in 2022, the Orders of the Rector and the Director of the Doctoral School were issued regarding recruitment in terms of: the limit of admissions to the first year of studies/to the Doctoral School and the appointment of Recruitment Committees. In order to ensure the transparency of the procedures used, all documents regarding admissions and changes made are published in UJK's BIP, as well as listed on the university's recruitment pages (Internal Monitoring Report on GEP implementation,

https://www.ujk.edu.pl/webujk/resources/2023/styczen/Plan-Rownosci-Plci_Raport-monitoringowy.pdf.

The data collected reveals that the number of members appointed to all recruitment committees for 1st degree, 2nd degree and the master's degree programs was 90 in 2022. A disproportion is evident at the University as a whole between a significant number of women: 62 (68.89%) and a smaller number of men: 28 (31,11%). The noteworthy fact is that this disproportion was even higher within the Medical College, where the number of women was: 19 (86.36%), while men: 3 (13,64%). In contrast, the completely opposite situation occurred at the Faculty of Arts. In this case, the number of women was: 2 (28.57%), and men: 5 (71,43%).

In contrast, all recruitment committees for the 3rd degree level of education had 72 members, equally 36 women and men in 2022. Thus, at this scale, we can talk about maintaining ideal gender parity. However, on a narrower scale, i.e. the sections of the Doctoral School, there are significant disproportions, as the largest number of women were appointed in the Humanities Section: 72.22% (13 women, 5 men), and specifically in the Literary Studies discipline 100% (6 women, 0 men). In turn, there were the fewest women in the Social Sciences Section 33.33% (6 women, 12 men). In contrast, in some disciplines, the fewest women were appointed to the selection committee in the Earth and Environmental Sciences discipline (in the Section of Science and Natural Sciences), only 16.67%.

Integration of gender dimension into research and teaching content

GEP Objective	Objective 4.2. Promoting gender equality among members of UJK community
Description of the action	Action 4.2.1. Creation and updating of a website or e-learning platform dedicated to gender equality content Action 4.2.2. Development of of e-learning materials on gender equality content
Indicator(s)	e- learning platform available Number of visitors/users of the platform by gender. Number of e-learning materials developed
Thresholds	Unsatisfactory: <2; Satisfactory: =3; Very satisfactory: > 3

Responsible person(s)/department	Athena project team for monitoring and evaluation, GEPI Committee, Gender Equality Ombudswoman
Source of financing	Athena Project, UJK
Results and Comments	

An e-learning platform dedicated to gender equality content was prepared and made available at UJK in 2022. A knowledge base containing information and documents on gender equality (e.g. legal regulations, statistics for Europe, Poland, UJK) was also developed. In addition, 5 training modules (in the form of recordings, post-training texts and presentations) were prepared (in cooperation with an expert) and published on the UJK website on issues such as:

1. Unconscious bias in the workplace,
2. Gender perspectives in research,
3. Equal opportunities and non-discrimination in research projects,
4. Equality in career advancement and university recruitment,
5. Inclusive language³.

The number of visitors/users of the platform (disaggregated by gender, age etc.) is not available. It is recommended to develop a system for monitoring users using the e-learning platform.

GEP Objective	Objective 4.2. Promoting gender equality among members of UJK community
Description of the action	Action 4.2.3. Organisation of meetings/lectures that will present the career path, including research, from a gender perspective
Indicator(s)	1.Number of events 2.Number of participants
Thresholds	Ad.1.Unsatisfactory: <1; Satisfactory: =1 ; Very satisfactory: > 1 Ad.2. Unsatisfactory: <10; Satisfactory: =16-20; Very satisfactory: > 20
Responsible person(s)/department	Athena project team
Source of financing	Athena Project, UJK
Achieved Results and Comments	

On November 17, 2022, the event "Power speech of business women" took place, during which the speakers were Katarzyna Hodurek-Kiek - owner of the Feel theCity brand, museologist, educator, curator of art exhibitions; Dorota Ciołak - business trainer, coachICC, psychotherapist in the cognitive-behavioral current, speech therapist; Aneta Fałara - economist associated with the tourism and hotel industry, hotel director. The speakers spoke about the courage to make decisions and develop passions, presented their path of professional development, pointing out what role science played - and still plays - in this.

This was the fifth edition of the project of the Academic Career Service "Success is a woman". For the second time, the event was organized in cooperation with the City Hall's Office of Entrepreneurship and Investor Service Center. The meeting was held within the framework of the 9th World Women's Entrepreneurship Day.

³ <https://www.ujk.edu.pl/szkolenia.html>

The event was accompanied by a thematic workshop "Circle of Competence". In the event participated 86 persons (employees, students). No data available on gender, age, occupation, etc.

GEP Objective	Objective 4.3. Raising awareness: Providing trainings on the topics related to gender equality among members of the UJK community
Description of the action	Action 4.3.1. Regular trainings for academic staff, students and PhD candidates, including the topic of unconscious bias
Indicator(s)	1.Number of trainings performed yearly 2.Number of employees and students/PhD candidates trained x year (segregated by gender)
Thresholds	Ad. 1.Unsatisfactory: $N1 < 1$, Very satisfactory: $N1 \geq 1$ (5) Ad.2. Unsatisfactory: $N2 < 10$, Satisfactory: $10 \leq N2 < 30$, Very satisfactory: $N2 > 30$ (77)
Responsible person(s)/department	Athena project team, Gender Equality Ombudswoman
Source of financing	Athena Project
Results and Comments	

In 2022, at UJK, there was developed and made available an e-learning platform dedicated to gender equality content. A knowledge base including information and documents on gender equality (including legal regulations, statistical data for Europe, Poland, UJK) was also prepared. In addition, 5 training modules (in the form of recordings, post-training texts and presentations) were developed (in cooperation with an expert) and posted on the UJK website on issues such as:

1. Unconscious Bias in the Workplace,
2. Gender Perspective in Research,
3. Equal opportunities and non-discrimination in research projects,
4. Equality in career advancement and university recruitment,
5. Inclusive language.

In October and November 2022, a series of training sessions was conducted for the entire UJK community. It was held in the form of 5 above mentioned independent modules. A total of 77 participants took part in the trainings, of which Module 4 was joined by the fewest (25 people) and Module 5 by the most (67 people). Unfortunately, the gender distribution among training participants is unknown due to the method of data collection. However, the gender distribution among 177 people who registered for the training and expressed their willingness to participate in the training is known: 101 women (57.06%) and 76 men (42.94%).

It is postulated that the data collection on participants (disaggregated by gender, age, occupation) should be improved during subsequent trainings and that the gender distribution among the participants of these trainings should be monitored.

Measures against gender-based violence including sexual harassment

There was no activities implemented under this area in 2022.

4.2.4. Conclusions and Recommendations

The gender equality plan at UJK is the **first such plan in the history of the Institution**. Undoubtedly, there is a **process of learning and adaptation of knowledge** and initiated activities in the area of gender equality at the University.

As it resulted from the diagnosed academic community's needs in 2021, it was an important issue to undertake in the first period of the Plan's implementation of organizational solutions that would support scientific potential of the staff in the future, and at the same time would prevent the loss of the University's human capital. It became essential to take measures to support the development of scientific careers and, in particular, the activity of women in research.

In addition, key activities were **to focus on generating and disseminating knowledge to build a culture of awareness of gender equality**.

Therefore, during the first year – actually nine months – of the Plan's implementation, training and knowledge dissemination activities were undertaken, and an attempt was made **to develop a process for the systematic collection of data** on employees as well as students by gender.

Undoubtedly, **an important step there was the creation of an e-learning platform** and the dissemination of the first information and **webinars dedicated to the entire University community**. It may be concluded, therefore, that activities in the area of Objective 1 Promoting Gender Equality Knowledge have been successfully initiated. Nevertheless, it is recommended that the e-learning platform be expanded/developed **to increase its visibility and accessibility**, as well as to increase the visibility of both the objectives of the Gender Equality Plan itself and the activities being implemented. Because the biggest **challenge** we faced was the lack of understanding of the measures undertaken under GEP, and thus the not enough awareness about assumptions of the Plan, as well as issues related to gender equality.

The **platform should be an important place for promoting awareness of the Plan, as well as in the area of gender equality in research**. As the importance of engaging the non-committed is also essential for transformative change. There is a need for greater focus and coordination to address these groups or individuals as well. Further continuation and dissemination of trainings developed on the base of needs and feedback from participants in previous editions is also recommended.

Measures have been taken to maintain a high standard of transparency in job vacancy announcements, and care has been taken to ensure that the language of announcements is appropriate to encourage both men and women to apply. It is definitely recommended to develop a job offer template for members applying for positions other than research and teaching positions at UJK, too and to use more inclusive language in existing recruitment documents and job offers, and to systematically review existing documents at UJK to update the rules on inclusive language, as well as to apply these rules to the preparation of new documents.

In the context of objective related to the *Work-life balance*, the existing cooperation with the company's day-care center was maintained, and child-care subsidies for nurseries and kindergartens were kept at the same level. There was a significantly lower number of children of UJK employees than children of non-UJK members in 2022. This situation may be due to various reasons, so it is recommended to disseminate information among

employees and students about the kindergarten cooperating with UJK and **to increase funding, as stated in the Plan.**

As part of the implementation of Objective 6 of the Plan, attempts have been made to develop procedures for the review/audit of existing practices and the preparation of a 1st monitoring report on gender equality; the first Internal monitoring reports have been prepared both on the implementation of the Plan and monitoring the maintenance of equality in various aspects, such as the Gender Pay Gap, concerning information on the gender pay gap.

The monitoring and evaluation team has also developed a set of indicators and launched the GEPVision platform for UJK, this platform is used for systematic collection of data and monitoring activities. However, we have learned that the system of collecting data disaggregated by gender is still fragmented. Such a situation could also be the result of a lack of awareness as to the usefulness of such data.

In particular, the introduction of **a more centralized or less dispersed data collection and reporting system is postulated to increase** the flow of information from 2023 onwards. As the current state has not allowed the collection of complete information on the entire University for 2022.

No steps have been taken to develop a methodology to monitor the incidence of gender-based violence incidents.

A major need exists **to improve the flow of information between the main coordinator implementing the Plan and the members/units** responsible for the implementation of the various tasks under the Gender Equality Plan. Moreover, the **Gender Equality Ombudsman has a special role to play.**

More efficient structure for GEPI is also required. The role of Committee is crucial for effectiveness of implementation and sustainability of GEPs and should have been designed as to better serve the management of the process.

Main Lessons learned:

- the ability of gender equality interventions to foster the right conditions for change is central in a complex system;
- be aware of emerging issues and complexity, unexpected internal and external processes, obstacles.
- need to develop a tailor-made dissemination measures of GEP assumptions and its interventions for gender equality involving internal and external stakeholders;
- integration and efficient flow of the information, knowledge and gender-disaggregated data collection system is necessary.
- rise awareness for usefulness of knowledge gained from gender disaggregated data collected and reported.

This report should be published and presented to the University authorities, the members of the Gender Equality Committee and the academic community to discuss the effectiveness and efficiency of the Plan's implementation and to make adjustments to the Plan, its tasks or indicators if it is necessary. The corrections made should serve to improve the implementation of gender equality measures for its institutionalisation and sustainability at UJK.



4.2.5. References

- Annex to guideline 3a - Questionnaire for candidate assessment, <https://bip.ujk.edu.pl/f/vho>, <https://bip.ujk.edu.pl/f/kzf>.
- Annex to guidelines 1 - Profiles of researchers, <https://bip.ujk.edu.pl/f/bmd>, <https://bip.ujk.edu.pl/f/ejb>.
- Annex to guidelines 2 - Vacancy offer template, <https://bip.ujk.edu.pl/f/zze>, <https://bip.ujk.edu.pl/f/mjs>.
- Annex to the guidelines 3b - Questionnaire for the evaluation of a candidate – Art, <https://bip.ujk.edu.pl/f/glx>, <https://bip.ujk.edu.pl/f/mjc>.
 - Circular letter No. 1/2022 of the Rector of the Jan Kochanowski University in Kielce dated February 22, 2022 on the introduction of guidelines for the application of the principles of Open, Transparent and Merit-based Recruitment (OTM-R) of Researchers at the Jan Kochanowski University in Kielce, <https://bip.ujk.edu.pl/f/enm>, <https://bip.ujk.edu.pl/f/bkd>.
- Information on competitions, job, https://bip.ujk.edu.pl/konkursy_na_stanowiska_pracy.html.
Internal Monitoring Report on GEP implementation, available at: https://www.ujk.edu.pl/webujk/resources/2023/styczen/Plan-Rownosci-Plci_Raport-monitoringowy.pdf.
- Ordinance no. 1/2020 of the Rector of Jan Kochanowski University in Kielce dated January 8, 2020 on the criteria and procedure for periodic evaluation of academic teachers employed at the Jan Kochanowski University in Kielce, available at: https://bip.ujk.edu.pl/zarzadzenie_nr_1_2020.html
- Ordinance no. 160/2020 of the Rector of the Jan Kochanowski University in Kielce dated August 11, 2020 on granting the Remuneration Regulations for the Employees of the Jan Kochanowski University in Kielce, available at: https://bip.ujk.edu.pl/zarzadzenie_nr_160_2020.html
- Ordinance No. 2/2022 of the Head of the Doctoral School of Jan Kochanowski University in Kielce of 28 April 2022 on the approval of admission limits for candidates to the Doctoral School of Jan Kochanowski University in Kielce (amendment of 25.08.2022), bip.ujk.edu.pl/zarzadzenie_nr_2_20222.html, bip.ujk.edu.pl/zarzadzenie_nr_3_20222.html.
- Ordinance no. 2/2022 of the Rector of Jan Kochanowski University in Kielce dated January 13, 2022 amending Ordinance No. 61/2021 of the Rector of the Jan Kochanowski University in Kielce of May 6, 2021, on the introduction of Regulations defining the Principles of Financing Scientific Research, Development Work and Artistic Creation from UJK Funds, available at: https://bip.ujk.edu.pl/zarzadzenie_nr_2_20221.html
- Ordinance No. 50/2022 of the Rector of Jan Kochanowski University in Kielce of 28 April 2022 regarding the amount of the recruitment fee for candidates for degree studies, postgraduate, studies and advanced training courses in the academic year 2022/2023, available at: bip.ujk.edu.pl/zarzadzenie_nr_50_2022.html.
- Ordinance No. 77/2022 of the Rector of Jan Kochanowski University in Kielce of 7 July 2022 on the appointment of Recruitment Committees to carry out the recruitment procedure to the Doctoral School of Jan Kochanowski University in Kielce for the academic year 2022/2023 (amendment of 28.11.2022), bip.ujk.edu.pl/zarzadzenie_nr_77_2022.html, bip.ujk.edu.pl/zarzadzenie_nr_134_2022.html.
- Ordinance no. 80/2021 of the Rector of the Jan Kochanowski University in Kielce dated June 7, 2021, on the introduction of Regulations for Counteracting Mobbing and



- Discrimination at the Jan Kochanowski University in Kielce, available at: https://bip.ujk.edu.pl/zarzadzenie_nr_80_2021.html
- Ordinance no. 83/2020 of the Rector of the Jan Kochanowski University in Kielce dated April 7, 2020, on the introduction of the Work Regulations at the Jan Kochanowski University in Kielce, available at: https://bip.ujk.edu.pl/zarzadzenie_nr_83_2020.html
 - Ordinance No. 9/2016 of the Rector of Jan Kochanowski University in Kielce of 25 February 2016 on the principles of management of the social benefits fund, https://bip.ujk.edu.pl/zarzadzenie_nr_9_2016.html, (as amended: https://bip.ujk.edu.pl/zarzadzenie_nr_28_2017.html, https://bip.ujk.edu.pl/zarzadzenie_nr_46_2019.html), Income criterion table, https://www.ujk.edu.pl/bip/files/zarzadzenia-2016/Zarzadzenie009_2016_zal1.pdf.
 - Regulation No. 51/2022 of the Rector of Jan Kochanowski University in Kielce of 28 April 2022 regarding the approval of the limit of admissions to the first year of studies in the academic year 2022/2023, bip.ujk.edu.pl/zarzadzenie_nr_51_2022.html.
 - Regulation No. 53/2022 of the Rector of Jan Kochanowski University in Kielce of 10 May 2022 concerning the appointment of Recruitment Committees for the academic year 2022/2023 (amendment of 14.09.2022), bip.ujk.edu.pl/zarzadzenie_nr_53_2022.html, bip.ujk.edu.pl/zarzadzenie_nr_93_2022.html.
 - Regulations of the Social Benefits Fund of Jan Kochanowski University in Kielce, https://bip.ujk.edu.pl/bip/files/zarzadzenia-2016/Zarzadzenie009_2016_reg.pdf.
 - Resolution No. 25/2022 of the Senate of the Jan Kochanowski University in Kielce of 31 March 2022 on the principles for the recruitment of candidates to the Doctoral School of the Jan Kochanowski University in Kielce in the academic year 2022/2023, bip.ujk.edu.pl/uchwala_nr_25_2022.html.
 - Resolution No. 26/2022 of the Senate of the Jan Kochanowski University in Kielce of 31 March 2022 on the principles for the recruitment of foreign candidates to the Doctoral School of the Jan Kochanowski University in Kielce in the academic year 2022/2023, bip.ujk.edu.pl/uchwala_nr_26_2022.html.
 - Resolution No. 57/2021 of the Senate of the Jan Kochanowski University in Kielce of 24 June 2021 on the conditions and procedure of recruitment to higher education studies in the academic year 2022/2023 (with amendments of 28.04.2022; 26.05.2022; 30.06.2022), bip.ujk.edu.pl/uchwala_nr_57_2021.html, bip.ujk.edu.pl/uchwala_nr_33_2022.html, bip.ujk.edu.pl/uchwala_nr_64_2022.html, bip.ujk.edu.pl/uchwala_nr_69_2022.html.
 - Training UJK, <https://www.ujk.edu.pl/szkolenia.html>.

4.3. University of Bucharest

4.3.1 Executive Summary

GEP-UB has been developed along eight areas of activities, being an ambitious (maybe too ambitious) first plan for the institution. Since its official approval in May 2022, the majority of the activities planned for 2022 have been implemented or are in different stages of implementation. Very few have been postponed, and some extra activities have been initiated.

The GEP-UB was approved smoothly by the Senate and the General Assembly of the UB in April 2022 (see Annex 1.1). The GEP-UB has a place of its own at this moment within the UB. It is officially taken on as an ongoing project of the institution and it is located within an adequate structure re-organized in October 2022, namely **The Bureau for Inclusion, Equity and Equal Opportunity**, part of UB's "Direction for Strategic Orientation, Evaluation, Monitoring and Public Policies." Although primarily designed for social work needs and services, the bureau enlarged its objectives with those involving equal opportunities and gender equality aspects. Therefore, there is a clear location as well as a small team officially designated by the Rectorate (complementary to the ATHENA team). For the moment, no staff position is specifically budgeted, but there is the promise that, after the finalisation of the ATHENA project, the coordinator of the implementation of GEP-UB will receive a management bonus. One person from the newly created Bureau and another from the Office of Statistics have also been officially designated to support the monitoring activities. A scholarship for a PhD student is also promised for secretarial/management support starting with 2023.

In terms of **developing and strengthening the process of gender-sensitive data gathering**, UB already has an improved mechanism for collecting relevant statistics, as mentioned in our initial institutional report. GEP-UB is using the existing database for monitoring gender aspects and will propose new gender-sensitive indicators to be developed by the end of 2024. Upon the requests of the ATHENA team, UB's departments of Research, Human Resources and student affairs provide gender-sensitive statistical data. The team working at the Office of Statistics is gender-sensitive (majority of young PhD candidates/graduates who successfully completed Gender Studies courses), an aspect that is beneficial to the process of gender mainstreaming and the data gathering process.

In terms of **capacity building activities** (included in the GEP-UB, and also part of the compulsory request from ATHENA), a clear need within the university has been identified, but organizing various modules proved to be difficult due to busy schedules at all levels. Introducing trainings within already existing projects at the university proved to be a good practice. The modules for the administrative staff have been the most successful; these were conducted within the existing internal project of staff development, where we received approval for the introduction of such modules.

In terms of **research activities** included in the GEP-UB, we consider that a real progress has been made. The establishment of the informal network of women academics and the launching of the UB Platform for Gender Studies as part of ICUB⁴ (UB's Research

⁴ Research Institute of the University of Bucharest, The Gender Studies Platform. Retrieved from: <https://icub.unibuc.ro/the-gender-studies-platform/>

Institute) proved to be valuable incentives for gathering human resources interested in the field⁵. Certain research themes proposed within the GEP-UB are under development, such as the visual representations of gender within UB (partial documentation based on specific research instruments and partial data gathering has already been completed). Additional to the objectives proposed by the GEP in the area, the Rector of the UB made a proposal/request to the ATHENA team for a future research component focused on the reverse gender gap, i.e., identifying the causes of the small number of young boys entering higher education in general and UB in particular. Other gender relevant topics have been outlined within the monthly meetings organized within the ICUB Gender Studies Platform.

With regard to the **promotion and dissemination component** of GEP-UB, we appreciate a lot of things happened in terms of visibility of the Athena project in general and the GEP-UB in particular. The dedicated website⁶ and Facebook⁷ for the GEP-UB have been systematic sources for disseminating information. We used these sources for posting announcements and materials pertaining both to the activities of the ATHENA-UB team and the GEP, and to the general pursuit of Gender Equality in Romania and abroad. Further, important announcements related to the implementation of the GEP were also posted with the support of the UB Communication Department on the University's official website and newsletter.

Complementary to these activities, a series of conferences took place which had as a central topic the development of the Gender Equality Plans within Public Institutions in Romania (that are obliged by the national law to implement such plans; see more details under 3.8, below). For example, a successful Stakeholders Meeting ("Action plan regarding the implementation of the principle of equal opportunities between women and men – Consultative dialogue regarding the development and implementation of measures to promote gender equality" was organized in collaboration with ANES in October 2022, where the GEP-UB has been presented to approximately 40 participants and a fruitful sharing of information between entities with/without such plans took place.

As an extra activity, not planned beforehand, the ATHENA-UB team partnered with the UB project "*University of Bucharest: an inclusive and equitable community*", funded through The Fund for Institutional Development (CNFIS FDI 2022-0428, Ministry of Education). The project aims to provide an introduction to all of the University's students to the themes of gender equality, diversity, inclusion, and sexual harassment in the university environment. Online thematic modules with quizzes attached have been designed.

The **main problems** encountered, beyond the Covid/post-Covid difficulties, have been: (i) the unsatisfactory operational functioning of the GEPI-UB (too large, representatives with high-level responsibilities in different areas within UB—no time available); (ii) time constrains: for example the schedule designated within Athena for trainings was too short; (iii) insufficient support from the students' organizations; (iv) insufficient involvement of the STEAM staff members.

Taking into consideration the experience of this first year of implementation and the problems identified so far, we considered as **recommendations** the following : (i) the future GEP-UB cycle should be simplified, with fewer objectives/activities better tailored

⁵ The Gender Equality Plan – University of Bucharest, The Gender Studies Platform of the UB Research Institute was launched. Retrieved from: <https://gep.unibuc.ro/platforma-icub/>

⁶ The Gender Equality Plan – University of Bucharest. Available at: <http://gep.unibuc.ro>

⁷ The Gender Equality Plan – University of Bucharest. Facebook. Available at: <https://www.facebook.com/gep.unibuc/>

to the human and financial resources available and with much more clear monitoring input and income indicators; (ii) the structure and functioning of GEPI should be revised. The Committee is a crucial actor in the implementation of the GEPs and should be designed as to better serve the management of the process (smaller team: 5 to 7 members with prestige and authority within UB, but not having many other responsibilities; (iii) closer collaboration with the UB Ethics Committee; (iv) identifying ways/means to involve more students (MA, PhD) for documentation, data gathering, support for organizing events; (iv) identifying ways/means to more consistently involve the academic staff (professors, researchers, students) from STEAM domains.

4.3.2. Introduction

Name of the organisation	University of Bucharest
Type	Public Higher Education and Research Institution
Dimension	32,578 students (22,201 BA level; 8,324 MA level; 2,053 PhD level) 6,873 employees (out of which 1,292 teaching staff and 603 researchers)
Main aims of the GEP	
<p>With a history of over 150 years and a constantly confirmed prestige, the University of Bucharest is today a dynamic and inclusive academic milieu, student-centered and characterized by creativity, innovation and pragmatism. Gathering 19 faculties, with 97 undergraduate programs, 215 master’s programs, 9 didactic master’s programs, 21 doctoral schools in specific fields and a school for interdisciplinary doctoral studies, over 50 centers and 9 research units, the University of Bucharest is well-known as an institution of excellence in education and research. With 32,578 students (22,201 BA level [67% women], 8,324 MA level [70% women], and 2,053 PhD level [57% women]), 6,873 employees (all types of contracts; 59% women), out of which 1,292 teaching staff (57% women) and 603 researchers (51% women), the University of Bucharest is constantly working to ensure the highest quality of provided services, guaranteeing its graduates easy and effective assimilation in the labor market regardless of the field or program of study, and paying attention to issues of diversity and respect among its members.</p> <p>The GEP-UB is a strategic document that articulates UB’s institutional commitment to the promotion of gender equality and, implicitly, of inclusive policies in all activities within the institution. It is realistic, in that it responds to a prior diagnosis based on data and clearly defines tasks, procedures, resources and deadlines. Last, but not least, it is a dynamic document that allows for further changes and developments, based on ongoing dialogues with the entire community.</p> <p>By implementing this first Gender Equality Plan, UB envisages to continue developing an institutional culture based on respect for the values of human dignity, personal autonomy, community support, and moral and scientific integrity.</p> <p>GEP-UB was officially approved and published on May 2022, after it was designed and agreed upon by the GEPI-UB and then by the UB’s Administrative Council. It was designed around 8 areas (3 more than the 5 explicitly recommended for inclusion in the EU documents), as follows:</p> <p>(1) Leadership for Gender Equality;</p>	

- (2) Governance for Gender Equality;
- (3) Human Resources – Recruitment, Promotion, Retention;
- (4) Integrating the Gender Dimension in Interdisciplinary Academic Research;
- (5) Integrating the Gender Dimension in the Curricula of Academic Programs;
- (6) Work Life – Family Life Balance and Care Responsibilities;
- (7) Preventing and Combating Sexual Harassment and Gender Discrimination;
- (8) Institutional Communication for Gender Equality.

In conformity with the national legislation in force, GEP-UB needs official endorsement by the National Agency for Equal Opportunities between Women and Men (ANES) and obtained this endorsement in November 2022, being at this moment in total legality at both institutional and national level (see Annex 1.2, Order No. 149, 09.11.2022). The plan was also translated to English by the ATHENA team. Both versions (Romanian/English) were then revised and officially approved by the UB specialized department.

For 2022, the activities planned to be implemented focused on 6 out of the 8 areas (see Annex 2.1, GEP-UB operationalized by years):

Area 1. Leadership for Gender Equality

- Sign the Diversity Charter in view of increasing the visibility of UB's commitment towards gender equality in the larger community of which it is a part (see Annex 1.3 with the signing of the Charter).

Area 2. Governance for Gender Equality

- Establish a flexible operational institutional structure for coordinating and monitoring gender equality at UB.
- Conduct training(s) for GEPI-UB
- Establish a Gender Equality Office

Area 3. Human Resources – Recruitment, Promotion, Retention

- Training and sensitizing Human Resources staff regarding the principle of gender equality on the labor market and in the university environment.
- Revision of the framework methodology for granting professional degrees, both for teaching and administrative staff
- Analysis of the data on the evolution of the ratio of women to men from the number of degrees granted, as well as the development of a framework methodology for granting professional degrees, both for teaching and administrative staff.

Area 4. Integration of the gender dimension in interdisciplinary academic research

- Establish an informal network of researchers interested in interdisciplinary research in the field

- Develop a platform on the ICUB website dedicated to research in the field of gender equality

Area 6. Work Life – Family Life Balance and Care Responsibilities

- Establish a flexible working time scheme for UB employees
- Flexible working time regulations

Area 8. Institutional Communication for Gender Equality

- Webpage regarding gender equality in the University of Bucharest.
- Steps to increase the visibility of women's contribution to the development of higher education and research (Recommendations formulated and sent to all faculties of UB regarding the better promotion of personalities from specific fields, with an emphasis on women.

Almost all the activities have been implemented. The capacity building modules (for professors and researchers) have been postponed, for good reasons, for the beginning of 2023. Within certain areas, as for example Area 8 - Institutional communication, or Area 4 - Research, more initiatives than those foreseen have been implemented. For example, the ATHENA team members have been requested to collaborate in the framework of an institutional UB project: “*University of Bucharest - an inclusive and equitable community.*” In this respect, the team contributed to the elaboration of 3 gender sensitive trainings (on gender equality, diversity and sexual harassment) for first-year UB students. The modules are in the process of being integrated into the GEP-UB website and will become compulsory for students starting next autumn.

<p>Responsible person(s)/department(s) for GEP implementation coordination</p>	<p>GEPI-UB Laura Grunberg – Project coordinator Irina Costache – Gender expert Corina Ilinca – Quantitative research coordinator, coordinator of the ICUB Platform Stefania Chihaiia – Communications coordinator</p>
<p>Responsible person/s/ department(s) for GEP monitoring and evaluation.</p>	<p>Laura Grunberg – Project coordinator Corina Ilinca – Quantitative research coordinator, coordinator of the ICUB Platform Bianca Mihaila – Assistant, GEP-UB coordination and monitorisation Stefania Chihaiia – Communications coordinator</p>

As part of the efforts of the ATHENA team, the GEP-UB has a place of its own within the institution. Since December 2022, it is officially assumed as an ongoing project of the institution, located within an adequate structure under construction since October 2022, namely **The Bureau for Inclusion, Equity and Equal Opportunity**, part of UB’s “*Direction for Strategic Orientation, Evaluation, Monitoring and Public Policies*” (see Annex 1.4, Decision

573, 14.09.2022). Although it was primary designed for social work needs and services, the bureau enlarged the objectives with those involving gender equality aspects. Therefore, there is a clear location and a small team officially designated by the Rectorate. For the moment no staff position for the implementation of GEP is budgeted, but there is the official promise from the Rectorate that, after the finalisation of the ATHENA project, the coordinator of the implementation of the new cycle of GEP-UB will receive an institutional management bonus (maximum 30% of the salary). One person from the Bureau and another from the Office of Statistics have been also officially designated to support the monitoring activities of the GEP starting with December 2022. A scholarship for a PhD student is also promised for secretarial/management support starting with 2023 (identifying the person is a work in progress).

Initiatives with relevant impact on the GEP implementation and promotion

As mentioned in our previous initial institutional report, from a national legal and institutional perspective, Romania might be, at first glance, an example of good practice in advancing gender equality (signed the CEDAW Convention 35 years ago, and in 2016 signed the Istanbul Convention; legislation has improved permanently in the spirit of EU requirements and even stipulates the need for all public institutions to implement GEPs; a satisfactory anti-discrimination and quite a solid formal institutional infrastructure designed to deal with issues of equal opportunities and gender equality.

On the other hand, a gender backlash has been visible in Romania and continued also in the last period of time. The most recent example is related to the violent public attacks by the conservative, nationalist representatives on a gender sensitive educational publication produced by the Coalition for Gender Equality within a programme supported by the Norwegian funds⁸. The launching of the project(November 2022) has been boycotted, sites of the partner organizations have been hacked and fake news dealing with the objectives of the materials have been spread on social media.

⁸ Coaliția pentru Egalitate de Gen, Manual for gender mainstreaming teaching in pre-university education (Egalitatea de gen. Predarea si integrarea in invatamantul preuniversitar). Retrieved from: <https://ongen.ro/2022/09/07/manual-egalitate-de-gen/>

4.3.3. Analysis of the Process indicators

Work life balance and organisational culture

GEP Objective	Promoting work life – personal life balance by establishing a scheme to make working time more flexible for UB employees
Description of the action	Initiating discussions and monitoring the Rector’s strategic plan in the area concerning work life – family life balance Promoting regulations regarding WLB that already exist in the university and are part of the national legislation in force Monitoring the development of plans for the creation of a kindergarten in alignment with the Rector’s strategic plan ⁹
Indicator(s)	Meetings with key responsible persons - 3 meetings took place
Thresholds	Satisfactory: discussions initiated
Responsible person(s)/department(s)	UB Human Resources Department with the support of the ATHENA team
Source of financing	
Results and Comments	

As part of documentation work of the state of affair concerning gender equality issues within UB we found out that the UB has good institutional reglemantations concerning work life – family life balance. In the context of the realization of the flexibility scheme, we promoted existing regulations that are not well known among UB’s staff, such as the possibility to work from home developed in the context of the pandemic; additionally, a part of the classes can be developed using online tools of communication, under institutional reglemantations in accordance with Romanian law.¹⁰

At the same time, we followed how UB’s Strategic Plan is being implemented in terms of the achievement of work life – family life balance, suggesting in discussions collaborations with kindergarten institutions in the vicinity of university premises. We had several discussions on this topic with the person responsible for Fundraising in UB, with the Director of Public Relations, and with the Pro-Rector of Quality Management, Social Responsibility and Relationship with Partners. The aim was to discover ways of implementing these collaborations between the university and other educational institutions, in the form of priority access agreements for children of didactic staff and students, as per the Strategic Plan.

⁹ Universitatea din București, Strategia de Dezvoltare a Universității din București 2020-2023 (University of Bucharest’s Development Strategy 2020-2023). See indicator I.3.10. Retrieved from: https://unibuc.ro/wp-content/uploads/2022/06/5.-4.-completari_Strategia_generala_UB_update_02_06_2022_corectat.pdf

¹⁰ EduPedu.ro, Universitatea din București: Activitățile online nu trebuie să depășească 25% din totalul unui program de studiu, la nivel de licență, în anul universitar 2022-2023, (University of Bucharest: Online activities must not exceed 25% of the total of a study program, at undergraduate level, in the academic year 2022-2023). Retrieved from: <https://www.edupedu.ro/universitatea-din-bucuresti-activitatile-online-nu-trebuie-sa-depaseasca-25-din-totalul-unui-program-de-studiu-la-nivel-de-licenta-in-anul-universitar-2022-2023/>

Gender balance in leadership and decision-making

GEP Objective	Institutional commitment to promote gender equality at the University of Bucharest: - Promoting the principle of gender equality in the wider community by adhering to the Diversity Charter in Romania.
Description of the action	Adhering to the Diversity Charter in Romania Facilitated by the ATHENA team, the representatives of the Diversity Charter and the UB Rectorate met in order to exchange information and clarify all aspects concerning the process of signing the document. UB signed the charter on 5 November 2022. ¹¹ The ATHENA team organised the meeting to sign the Charter and promoted and disseminated the achievement across our platforms.
Indicator(s)	Signed the Charter
Thresholds	Satisfactory: implemented
Responsible person(s)/department(s)	Irina Costache Rectorate Office
Source of financing	No need for additional funds
Results and Comments	

UB signed the Charter on the 5th of November 2022. The Romanian Diversity Charter was launched on 18th of April 2018 in Bucharest, with 80 signatories up to 2022. It is one of the outcomes of a project I.D.E.A.S. (“Innovation. Diversity. Economy. Awareness. Success.”) The implementation of the Charter was co-funded by the Rights, Equality and Citizenship Programme of the European Union. Signing the charter is a public solid engagement that the UB will support in order to protect and develop diversity within the institution and offers a platform for sharing good practice in the area. Adherence to the Romanian Diversity Charter will increase the visibility of the commitment to gender equality in the wider community in which the University operates. UB has widely disseminated this result, as a sign of considering an important moment.

¹¹ More details available on: www.cartadiversitatii.ro; <https://gеп.unibuc.ro/universitatea-din-bucuresti-a-semnat-carta-diversitatii-din-romania/>

Governance for gender equality

GEP Objective	Establish a flexible operational institutional structure for coordinating and monitoring gender equality at UB
Description of the action	Identifying the team members with support from the Rector's office Administrative measures for the official implementation of the team Regular meetings with GEPI-UB for exchange of information
Indicator(s)	Establishment of the GEPI-UB
Thresholds	Satisfactory: implemented
Responsible person(s)/department(s)	Rector UB (prof. Marian Preda) Mirabela Amarandei (chairperson GEPI-UB) ATHENA team
Source of financing	institutional, Athena Project
Results and Comments	

The GEPI-UB Committee, in conformity with the ATHENA demands, is composed of 11 members from high and middle management; professors, researchers and students; HR staff; and administrative staff. After an initial list of proposals from the UB Rectorate, each member was invited and asked to sign a letter of commitment and an informed consent form. The GEPI-UB members have been involved in a training module component, part of the ATHENA design, where they received basic information about the aim of the ATHENA project and, most importantly, about the philosophy and concrete objectives of Gender Equality Plans.

As part of a participatory process to achieve systemic institutional change towards gender equality within UB, the ATHENA team organized regular meetings and exchanges of information in 2022. The Committee received a draft proposal for a GEP and, based on their input, the final draft was elaborated and sent to the Rectorate for final revisions and approval procedures.

In 2022, several official meetings have been scheduled and organized between the ATHENA team, the GEPI-UB members and the Rectorate (as, for example, on 10.04, 14.06 and 18.10) in order to discuss urgent matters linked with the GEP-UB. After each meeting, a summary of the discussions/decisions was e-mailed to all GEPI members (whether they attended the meetings or not). The same procedure of constant informing the Committee was used for all the discussions among the ATHENA team and the Rectorate.

As a general remark, we consider that feedback from the GEPI-UB members was not as initially expected. For various possible reasons (lack of time, as the majority of the members have various other UB responsibilities; lack of incentives for the work; complicated Covid/post-Covid situation), the envisaged co-participation in the development, implementation and monitoring of the GEP-UB is not satisfactory and should be revised and improved upon.

GEP Objective	Training for GEPI-UB
Description of the action	Designing and organizing 2 modules on 17 & 18 January 2022 Developing the content of the trainings Organising the delivery, promoting the trainings Delivering the training Obtaining feedback from participants
Indicator(s)	2 modules, 11 participants
Thresholds	Satisfactory: at least two sessions per year
Responsible person(s)/department(s)	Irina Costache, Laura Grunberg
Source of financing	UB, ATHENA Project
Results and Comments	

Two modules were organized online on 17 & 18 January 2022. 9 participants from the 11 GEPI-UB Committee attended the 6 hours of training (plus 2 hours designed for readings) (see Annex 3.1).

The training was developed based on the preliminary data findings from the gender equality audit in progress at UB, which found resistances to gender equality to be a strong deterrent from engaging with gender equality policies. It aimed to improve skills and strengthen the motivation of top decision makers in the University so as to ensure that the gender equality action plan will have a transformational impact and will go beyond a mere technical approach (window dressing approach). The overall objectives were: (i) to train GEPI committee members to understand, recognize and tackle gender biases and resistances to gender equality within university, and (ii) to empower GEPI committee members to take action and promote a more gender equal and inclusive university environment.

As specific objectives:

- understand gender bias and the gender inequality dynamics in the university eco-system;
- learn about gender inequalities within the University of Bucharest;
- examine the role of leadership in correcting gender inequalities and biases;
- understand resistances to gender equality in a university eco-system;
- explore strategies for tackling bias and resistance;
- discuss the role of GEPI and GEPs for creating a more diverse university environments.

The training used a feminist, participatory, case-based approach to the skill development required (tools used: presentation, discussions, small group exercises, case study/role play activities). Participants were asked to fill in a feedback form at the end of the training. The main results show that 100% of participants rated the training as excellent; 80% of participants said that their expectations have been met; and 20% of participants said that the training exceeded their expectations.

The training offered, among other things, a clearer perspective on the advantages of a GEP in a HEI, a more nuanced understanding of the potential resistances to the implementation of a GEP, and, last but not least, a space for important group cohesion and motivation for a more gender equal institution.

GEP Objective	Establish a Gender Equality Office
Description of the action	Identifying an existing framework that can include in its structure the activity pertaining to a Gender Equality Office Meetings with the Rectorate and with representatives of national authorities (ANES) in view of finalising and approving the GEP at institutional and national level
Indicator(s)	- Establishment of the Gender Equality Office - Identifying a person responsible with statistics to be part of the GEP monitoring team
Thresholds	Satisfactory: implemented
Responsible person(s)/department(s)	Rector of UB (prof. Marian Preda) Administrative Council of UB Senate ATHENA team GEPI-UB
Source of financing	UB, ATHENA project
Results and Comments	

The GEP-UB was legally approved at the institutional level in the Senate meeting on 20 April 2022. In November it received, in conformity with the national legislation, the legal operating endorsement from ANES.

The GEP-UB has a place of its own at this moment within the institution. It is officially taken on as an ongoing project of the institution placed within an adequate structure created in October 2022, namely *The Bureau for Inclusion, Equity and Equal Opportunity*, part of the UB “Direction for Strategic Orientation, Evaluation, Monitoring and Public Policies.” Although primary design for social work needs and services, the bureau enlarged the objectives with those involving equal opportunity and gender equality aspects. So-there is a clear location, and a small team officially designated by the Rectorate. For the moment no staff position is budgeted, but there is the promise that after the Athena project will end the coordinator of the implementation of GEP-UB will receive a management bonus. One person from the Office and another from the Office of Statistics have been also officially designated to support the monitoring activities. A scholarship for a PhD student is also promised for secretariat/management support starting with 2023.

Having the Bureau created and placing the activities of the GEP-UB under this umbrella is a good result in terms of future sustainability of the project. The Rectorate was supportive with the whole process, understood the need for an institutional commitment in terms of location and promised minimal financial support for the post Athena period, as mentioned above.

Gender equality in recruitment and career progression

GEP Objective	Training and sensitizing Human Resources staff regarding the principle of gender equality on the labor market and in the university environment
Description of the action	Organization of 2 trainings Developing the content of the trainings Organising the delivery, promoting the trainings Delivering the training Obtaining feedback from participants
Indicator(s)	Number of trainings (2 trainings implemented) Number of participants (56 participants in total)
Thresholds	Very satisfactory: 2 trainings implemented (more than 20 participants)
Responsible person(s)/department(s)	Irina Costache, Gender Expert Laura Grunberg UB Bureau for Training and Internal Staff Development (Director Ana Maria Gheorghe)
Source of financing	ATHENA Project, UB resources
Results and Comments	

These training modules organized for the administrative staff were the most successful ones in the area of capacity building for different target groups. The reason is that they have been organized with direct support of the already existing *UB Bureau for Training and Staff Development*. As these modules were included in their training agenda, the communication, registration and organization went smoothly, and the level of participation was high. UB traditionally encourages its employees to attend capacity-building trainings, and participation at such trainings is taken into consideration in the personnel evaluation process.

The modules were organized on 9 June, respectively 20 October. They were structured around three main pillars: an overview of gender equality, diversity and inclusion principles, definitions and impact on the education field; overview of unconscious bias, its links with prejudice and stereotypes and strategies to overcome it.

The participants rated the training with maximum points. Their most favourite feature of the training was the practical, activity-based approach included in the training. They suggested having more training or activities on the topic of gender equality. They also suggested that the training ought to be offered to other professional groups in the university. Most participants found the training useful for their current activities and welcomed the parts on unconscious bias, as well as the parts on the legal framework related to gender equality.

Participants consider that gender equality at the university is an important topic. Some made suggestions about improving gender equality in the university, such as introducing topics and actions related to on women's health for administrative staff at the university, menopause support groups and rooms, etc. Other ideas related to gender equality

trainings for incoming students and incoming teaching staff, more trainings on unconscious bias, etc. (see Annex 3.3).

The main success of the modules was that the content and delivery not only matched participants' expectations, but exceeded them. Participants requested to participate in additional training on the topic. The University's Rector's Office proposed to offer the same training in fall for its administrative staff in order to give the chance to more participants to engage in the topic. The ATHENA team will deliver this training again in the fall. More requests for participation have been already received.

GEP Objective	Revision of the framework methodology for granting professional degrees, both for teaching and administrative staff
Description of the action	Meetings with the Director of Human Resources and the Vice-Rector for Human Resources; Identification of a gender-related issue in the methodology for granting professional bonuses (disadvantage for women who were more likely to take parental leave) Decision to revise the document in order to not penalize women with the years of parental leave taken in the total number of years allocated, with special bonuses based on their excellent activity
Indicator(s)	Official decision
Thresholds	Satisfactory: implemented
Responsible person(s)/department(s)	Rectorate UB Human Resources Department
Source of financing	
Results and Comments	

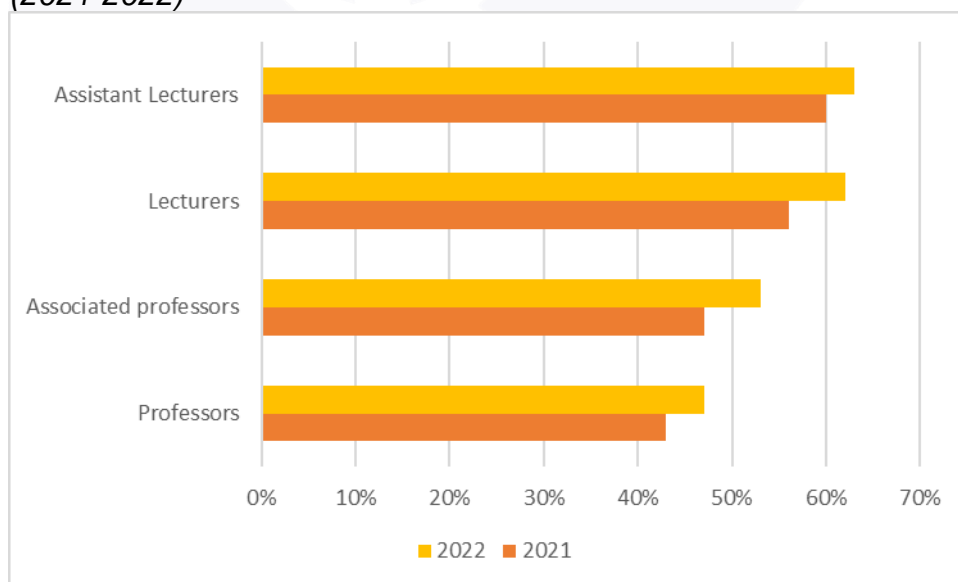
As a result of our meetings at the beginning of 2021, the ATHENA team was involved in the data collection and analysis process, in view of elaborating the initial report on the state of affairs in UB. The data showed significant differences in the amount of leave taken by women and men at UB, due to maternity and child-rearing leave. In this context, Human Resources staff at UB showed great receptivity, understood gender equality needs and created this new methodology for income raises, which takes gender differences into account when considering the professional activity of UB's employees. The project thus facilitated/pushed the process along, as the ATHENA team met with the Director and the Vice-Rector of Human Resources to discuss the matter.

This official decision, which fits perfectly in the framework of the activities envisaged by the GEP-UB in the area, was taken by the Rectorate by the end of 2021 (see Annexes 1.4 and 1.5, Decision 421, 14.12.2021). In conformity with this new regulation, an important change was made. According to this new methodology, UB employees who obtained a 5-year income raise (a good financial incentive for continuing excellence and contributory activity in teaching, research and institutional matters) before entering maternity/child-rearing leave, will benefit from the resumption of the indemnization upon returning from leave. Essentially, this new calculation methodology works to compensate for the reduced chances of publishing, performing research or conducting administrative activities during the period of leave.

GEP Objective	Analysis of the data on the evolution of the ratio of women to men from the number of degrees granted
Description of the action	Data was provided by the Human Resources department in the Fall of 2022 and analyzed by the ATHENA team
Indicator(s)	The evolution of the women-men ratio based on their academic degree and excellent teaching and research achievements
Thresholds	Satisfactory: data collection implemented and data reported
Responsible person(s)/department(s)	Corina Ilinca – responsible for data collection
Source of financing	ATHENA Project
Results and Comments	

According to Figure 1, we can notice a change in the percentage of women per teaching degree, still with a higher percentage of women in lower academic positions, but with higher percentage for women across all positions. The gender gap is similar between Lecturer and Assistant Lecturers, with about 2 in 3 women on these positions. Approximately 1 in 2 Professors in the University of Bucharest are women.

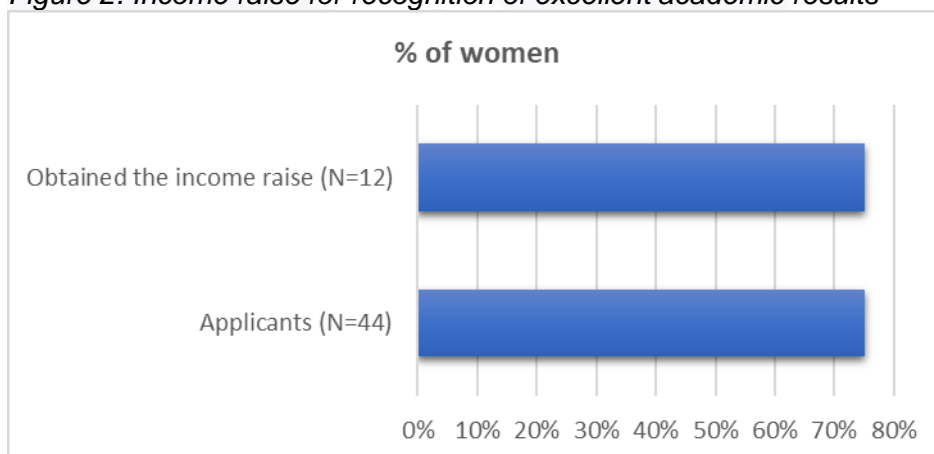
Figure 1. Evolution of the percentage of women based on their teaching degree (2021-2022)



GEP Objective	Analysis of the data on the evolution of the ratio of women to men from the number of income raise based on excellent academic results
Description of the action	Data was provided by the Human Resources department in the Fall of 2022 and analyzed by the ATHENA team
Indicator(s)	Women-men ratio based on their excellent teaching and research achievements
Thresholds	Satisfactory: data collection implemented and data reported
Responsible person(s)/department(s)	Corina Ilinca – responsible for data collection
Source of financing	ATHENA Project
Results and Comments	

75% of the applicants to receive an income raise for their academic results were women, whereas 75% of the total number of academics who received the income raise are women (see Figure 2). In this case, it is interesting to develop an advanced analysis on the profile of applicants and to see how men can be encouraged to apply more and develop their CVs in order to receive income raise. If we take a look at the percentage of women on Professorship positions, we can notice that the percentage of women is lower, whereas for income raise more probably are applying employees with lower academic positions who are more likely to be women than men.

Figure 2. Income raise for recognition of excellent academic results



Integration of gender dimension into teaching content

GEP Objective	No objectives were set for 2022
Description of the action	Developing the content of the trainings Organising the delivery, promoting the trainings Delivering the training Obtaining feedback from participants
Indicator(s)	Trainings for students, 67 participants in total
Thresholds	Satisfactory: implemented at least one training
Responsible person(s)/department(s)	Irina Costache
Source of financing	ATHENA Project
Results and Comments	

Although no specific activities were designed in this area, we consider that the gender sensitive trainings organized for the students (as part of the ATHENA tasks) could be considered here. 3 series of trainings were organized for UB students under the title “A Gender Equal University: Useful Concepts for Students” on October 2022 (see Annex 3.3). One module for all UB students, with low participation (7), and two for students at the Faculty of Journalism, with very good attendance (60 students altogether). The second modules for journalist students was organized upon special request from the Faculty of Journalism due to the first round’s success.

The modules structured around 2 main pillars: overview of gender equality in higher education, overview of gender stereotypes and bias and its links with educational and career choices for students, the impact of gender inequality in the life of students (card game) and overview of the GEP-UB. The methodology combined direct presentation with practical exercises and group activities.

The participants rated the training with maximum points. Their most favourite feature of the training was its practical approach. Participants rated highly the group discussions and the play-card game on gender equality conversations. Over 70% of participants suggested that they are willing to participate in other activities or trainings related to gender equality. Most participants found the training useful and said that this is the first time they discuss gender equality in a university setting. Students said that there is a lot to be done to improve gender equality in Romanian society, and that more can be done to improve gender equality in the university too. Students said that gender inequality is mostly manifested in student-student interactions, but some also mentioned that they feel treated differently in the university due to their belonging to one gender. Students also said that gender equality and gender-based violence are not topics that are usually addressed at the University level, but that they discuss about gender equality informally.

The main success of this training was that once students participated, they became involved and evaluated the training as useful for their professional development. They

also said that during the training they learned new information that they will use beyond the university environment. Another success of this training was that students from the Faculty of Journalism requested this training twice—once for third year students and once for second year students (this one was held online, as requested by the students)

Integration of gender dimension in interdisciplinary academic research

GEP Objective	Establish an informal network of women researchers/teaching staff with interests and results in gender-sensitive interdisciplinary research
Description of the action	Identify teachers and researchers from our faculty in different domains with personal gender-related research who would like to join the informal meetings The informal network proposed the development of an official platform for gender research and the platform was developed in the Fall, 2022 Permanent correspondence with the network
Indicator(s)	Network created, 30 persons included (in continuous development)
Thresholds	Very satisfactory: implemented
Responsible person(s)/department(s)	Corina Ilinca Laura Grunberg
Source of financing	ATHENA Project
Results and Comments	

In view of obtaining feed back for the design of the GEP-UB, the ATHENA team initiated at the beginning of the year an informal network of women academics from UB with teaching and research interests in the area of interdisciplinary gender-sensitive research. The initial list created by the ATHENA team was based on the information obtained during the documentation period and drew on the team’s personal contacts. The proposed list was open for additions, with proposals coming from all invited academics. At this moment there are aprox. 30 academics included in the network coming from diverse departments in UB. Their suggestions concerning what should be done in the area of gender equality in UB were taken into account in the drafting of the GEP-UB. The group considered among priorities the need for the creation of an institutional frame for exchanging information on research results in the area of Gender Studies, for promoting good quality results and professionalizing the domain, and for finding ways/means for future collaborations.

As a follow-up of this suggestion, the ATHENA team made the necessary institutional arrangements and established the ICUB platform for research in the area of Gender Studies (see below).

GEP Objective	Development of the ICUB Platform for research in the area of Gender Studies
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Description of the action	Proposals for the platform presented to the ICUB Director, obtained approval, designed the content, obtained the institutional webpage, constant promotion of upcoming monthly meetings where interdisciplinary research is presented. Based on the meetings at the ICUB Platform for Gender Studies, a register with researchers in gender studies is developed and posted on the dedicated page of the platform with the names of the researchers, the title of their presentation and a link to their Google Scholar profile
Indicator(s)	2 meetings organised so far; 7 presentations delivered in total; 20 participants in total A register with researchers from the University of Bucharest specialized/with interests in this field opened and permanently updated
Thresholds	Very satisfactory: implemented
Responsible person(s)/department(s)	Corina Ilinca Laura Grunberg Carmen Chifiriuc – UB Vice-Rector, Director of ICUB
Source of financing	ICUB
Results and Comments	

From the discussions at meetings of the informal supporters group for the implementation of the GEP, arose the need to develop a framework or a platform that facilitates the exchange of information on gender-related research conducted by members of the academic community within the University of Bucharest. Out of these discussions, UB Vice-Rector Professor Carmen Chifiriuc shared with the group the possibility to create a dedicated platform within the Research Institute of the UB (ICUB), taking into account the model of an already existent platform on another topic. In consequence, in the Fall 2022, the Platform for Gender Studies was officially implemented, now having its own website page and monthly meetings where professors, researchers and students present their gender-related research. Its interdisciplinary framework allows for the discovery of new possibilities of collaboration and further development of research projects.

Until now, there were several presentations from various domains of study: from feminist research topics, transgender prisoners, research on gender equality plan implementation in the university, gender in disaster times to the history written by women. Scholars from different faculties joined to present their research interests and outcomes (see Annex 4.1 for details on the organised meetings).

Website of the Platform for Gender Studies: <https://icub.unibuc.ro/the-gender-studies-platform/>

Measures against gender-based violence including sexual harassment

No specific objectives were set for 2022.

Discussions were initiated with UB’s Ethics Commission regarding how the institution will approach this issue.

Institutional communication for gender equality

GEP Objective	Development of the Gender Equality website of the University of Bucharest
Description of the action	Gender Equality website & social media Identify infrastructure to create an official UB website for the GEP Regularly update the website with relevant ATHENA and GE-related news Disseminate news on Facebook page
Indicator(s)	Creation of the official website Creation of the official Facebook page A total of 36 posts on website A total of approx. 30 posts on Facebook ATHENA Stakeholders conference (39 participants) Attendance at 5 other conferences in order to promote the GEP-UB
Thresholds	Very satisfactory: implemented communication strategy
Responsible person(s)/department(s)	Stefania Chihaiia Corina Ilinca UB’s Communications Department
Source of financing	UB and Athena
Results and Comments	

In February 2022 we launched GEP-UB’s official website, and in June we published the Facebook page. We are using both platforms to communicate updates regarding the implementation of the University’s GEP and to disseminate relevant information, resources and news related to the implementation of the principle of gender equality in Romania.

GEP-UB Website: www.gep.unibuc.ro.

GEP-UB Facebook page: <https://www.facebook.com/gep.unibuc/>;

On the GEP-UB website and Facebook page, we posted announcements and materials pertaining both to the activities of the ATHENA-UB team and the GEP, and to the general pursuit of gender equality in Romania and abroad. These included:

- updates of the events and trainings related to UB’s GEP
- international conferences on GE
- related events organised by other Romanian institutions or NGOs
- news related to the ATHENA project (e.g., the ATHENA Toolkit)
- academic resources (e.g., articles, studies, reports, invitations to complete surveys related to GE) — including a page specifically devoted to such resources: <https://gep.unibuc.ro/resurse/>

Further, important announcements related to the implementation of the GEP were also posted on the **University’s official website** and **newsletter**.

The ATHENA-UB team represented the University of Bucharest at a number of academic events throughout the past year. These opportunities were used to present the university's GEP, to share insights and take-aways regarding its development and implementation and to discuss the issue of GE in the Romanian academic environment.

8 December 2022. Guest Lecture, The West University of Timișoara

Laura Grünberg — „The gender equality plan in the academic environment. From resistance to conformation and (hopefully) commitment”¹²

27 – 29 October 2022. Presentation, “Decolonizing Feminisms” Conference, organised by the RINGS academic research network

Laura Grünberg — Presentation of a synthetic country report on the development of gender studies¹³

25 October 2022. Stakeholders Meeting — "Action plan regarding the implementation of the principle of equal opportunities between women and men - Consultative dialogue regarding the development and implementation of measures to promote gender equality"

Laura Grünberg — Presentation of UB's GEP and the ATHENA project to a number of 39 participants; workshop co-organised with ANES¹⁴

28 July 2022. Roundtable, Centrul FILIA — „Zero tolerance for sexual harassment in universities. How we can prevent and combat this phenomenon”

Laura Grünberg

12 – 14 May 2022. International Conference on Gender Equality: Global Challenges and Perspectives, Bucharest

Laura Grünberg — “How to Make (or Not to Make) Gender Equality in Higher Education Work”¹⁵

As an additional activity, the ATHENA-UB team partnered with the UB project “*University of Bucharest: an inclusive and equitable community.*” The team contributed to the elaboration of 3 gender sensitive trainings (on gender equality, diversity and sexual harassment) for first-year UB students. The project aims to provide an introduction to all of the University's students to the themes of gender equality, diversity, inclusion, and sexual harassment in the university environment. The modules are in the process of being integrated into the GEP-UB website and will become compulsory for students starting next fall.

¹² More details at: <https://gеп.unibuc.ro/universitatea-de-vest-timisoara-prof-univ-dr-laura-grunberg-va-vorbi-despre-planurile-de-egalitate-de-gen/>

¹³ More details at: <https://gеп.unibuc.ro/ub-reprezentata-la-cea-de-a-opta-conferinta-anuala-si-adunarea-general-a-retelei-academice-de-cercetare-rings/>

¹⁴ More details at: <https://gеп.unibuc.ro/stakeholders-workshop/>

¹⁵ More details at: <https://gеп.unibuc.ro/conferinta-internationala-pe-tema-egalitatii-de-gen-organizata-la-bucuresti-12-14-mai-2022/>

GEP Objective	Efforts to increase the visibility of women's contribution to the development of higher education and research (renaming lecture theatres, classrooms, series of conferences, events, awards, etc.)
Description of the action	Under development is a document that offers recommendations regarding the promotion of UB women personalities by faculty. Concrete initiatives, such as: information on the pages of the faculties, events dedicated to the work of some personalities, renaming some rooms, portraits of female personalities, etc.
Indicator(s)	Development of the research methodology Creating specific research instruments Gathering the relevant data
Thresholds	Satisfactory: under development
Responsible person(s)/department(s)	ATHENA Team (Stefania Chihaiia, Corina Ilinca - main responsible) UB's Communications Department
Source of financing	UB
Results and Comments	

The documentation process for obtaining updated information on the visual representation of gender within UB (19 faculties!) has already begun. We have, by now, an initial desk survey with the names of teaching/conference/laboratory centers in UB (based on the information available online on each faculty's webpage), proving the discrepancy between the female/male names. In order to obtain a more accurate and complete picture, we elaborated a first set of research instruments (for data gathering from each faculty), identified students volunteering for this task. The work is in the process of finalizing. We also consulted specialized literature in the areas of visual sociology, material/postmaterial studies and have preliminary discussions on possible articles to be elaborated. Based on the data gathered, we will prepare a set of materials in order to initiate a debate and propose change.

We are also in the stage of preparing a circular e-mail to be sent to all Deans from UB, inviting them to invest efforts in making more visible the contributions of Romanian women academics to their students and also to send us proposals for names of personalities from their domains (with due attention for women). The circular letter will be endorsed by the Rector of UB, a strong promoter of the idea. Based on these proposals, in 2023 we will launch a campaign to name several conference/seminar/laboratory centers after the names of important women personalities of UB.

4.3.4. Conclusions and Recommendations

GEP-UB has been developed along 8 areas of activities, being an ambitious (maybe too ambitious) first plan for the institution. Since its official approval in May 2022, the majority of the activities planned for 2022 have been implemented or are in different stages of implementation. Very few have been postponed and some extra activities have been initiated.

Comparing with the situation before the creation of the GEP-UB (see initial report on the state of affairs produced at the beginning of the project, i.e., “Report on national status in gender equality in Bulgaria, Spain, Italy, Poland, Portugal, Romania, Slovenia and Slovakia: Legislative and Policy Backgrounds to Promote Gender Equality in Research”), there are a series of quantitative and qualitative improvements that could be attributed to the activities undertaken within the GEP-UB. For example: (a) the capacity building efforts (the training modules organized) increased the awareness of the necessity for a GEP in the institution and revealed the type of gender-sensitive information that was missing before; (b) UB’s signing of the Diversity Charter implies an additional institutional pressure to develop activities connected with the area of gender equality; (c) the establishment of the Bureau for Inclusion, Diversity and Equal Opportunities and the inclusion of the GEP-UB among its responsibilities is a concrete progress in institutionalizing the topic of gender equality in UB; (d) the creation of the Gender Studies Platform for Interdisciplinary Research at ICUB offered the opportunity to place gender-sensitive interdisciplinary research on the institutional formal research agenda, which is a very useful step towards counteracting the hostile attitudes towards the domain.

Summary of activities implemented:

Governance for Gender Equality

The GEP-UB is legally approved at institutional level since April 2022 and it has received, in conformity with the national legislation, the legal operating endorsement from ANES- the National Agency for Equal Opportunities between women and men in November 2022. The GEP-UB has a place of its own at this moment within the institution. It is officially assumed as an ongoing project of the institution placed within an adequate structure re-organized in October 2022, namely *The Bureau for Inclusion, Equity and Equal Opportunity*, part of the UB “Direction for Strategic Orientation, Evaluation, Monitoring and Public Policies.” Although primary designed for social work needs and services, the bureau enlarged its objectives with those involving gender equality aspects. Therefore, there is a clear location as well as a small team officially designated by the Rectorate (complementary to the ATHENA team). For the moment, no staff position is specifically budgeted, but there is the promise that, after the finalisation of the ATHENA project, the coordinator of the implementation of GEP-UB will receive a management bonus. One person from the newly created Bureau and another from the Office of Statistics have also been officially designated to support the monitoring activities. A scholarship for a PhD student is also promised for secretarial/management support starting with 2023.

Promotion and information activities

All the activities planned for 2022 have been implemented and some extra initiatives have been initiated. The GEP-UB website and Facebook page have been developed and constantly updated with information. The same is valid for the UB and ATHENA Newsletters. The database with stakeholders (ongoing activity) was regularly updated

(we have a number of 10 partners) and an important stakeholder meeting took place in collaboration with ANES (25.10.2022, 39 participants).

Research activities

We consider that real progress has been made towards promoting gender-sensitive research.

The establishment of the informal network of women academics (approx. 40 persons) and the Gender Studies Research Platform (as part of ICUB) proved to gather together human resources with interests in the field. The monthly meetings organized since September created a suitable frame for knowing who is doing what, and for sharing feedback and ideas.

In terms of developing and strengthening the process of gender-sensitive data gathering, UB already has a good practice, as mentioned in our initial report. The team working at the Office of Statistics is gender-sensitive (majority of young PhD candidates/graduates who successfully completed Gender Studies courses), and a Rector with a sociological background is beneficial for encouraging development of adequate quantitative and qualitative data.

A series of gender sensitive research projects are under elaboration, such as:

- Visual gender representation in UB (provisional title): Based on a set of analysis grid developed by the ATHENA team, with the help of students volunteers, we started mapping the teaching and research spaces within all of UB's 19 faculties in view of producing a report/article, as well as visual promotion materials on the topic.
- The UB Rector also made a proposal/request to the ATHENA team for a future research component focused on the reverse gender gap, identifying the causes of the small number of young boys entering higher education in general and UB in particular.

Capacity building trainings (GEPI, administrative staff, students, researchers, professors)

In conformity with ATHENA's request, UB organized training sessions targetting specific groups. A total of 143 participants have been registered to these sessions (see Annex 3.2, UB trainings dashboard). The modules for the administrative staff have been the most successful, being carried on within the existing internal project of staff development. Using the organization support by the UB designated team made things happen more easily and with better results. Each module had a specific agenda and was designed as a collaborative, interactive training session. The evaluations proved that such trainings were, indeed, necessary, given the lack of information and knowledge in the area, as well as a desire to be informed and to discuss the themes on the part of participants.

Some extra activities relevant for the objectives of the GEP-UB took place. As a result of the visibility and good reputation of the project, the ATHENA team has been involved in other activities. Invited to collaborate as human resources with expertise in the area of gender equality in higher education members of ATHENA-UB have been: (i) involved in the UB project "*University of Bucharest: an inclusive and equitable community.*" We contributed to the elaboration of 3 gender-sensitive trainings (on gender equality, diversity and sexual harassment) for incoming first-year UB students; (ii) invited to participate as keynote speakers to academic events and present the GEP-UB (e.g., at the University of West Timisoara).

Very few activities have been postponed due to time constrains or other unexpected obstacles: training module for the professors and researchers (planned in time, but

postponed due to unexpected event scheduled at UB in the same location with the training). A concrete plan for Communication within the GEP-UB has not been done, more efforts being invested in widely disseminating the activities developed within the GEP-UB and within the ATHENA Consortium. A series of extra activities were also undertaken, not initially planned for 2022.

Resistances and problems encountered

In terms of resistance encountered, we identified some passive, implicit or personal type of resistance.

- The GEP has been (maybe too) easily approved by GEPI, the Senate, the General Assembly. No consistent feedback received in the process of designing, approval or implementation, which is a possible sign of passive resistance.
- “Loss of face” — an assumption that needs to be researched. It seems that certain academics, women included, do not want to be openly perceived as supporters, but informally congratulate us for the efforts.
- Limited or distorted knowledge about gender equality: the most frequent one—not seeing beyond (feminized) numbers (i.e., the issue of numerical vs. substantial equality); consequently not investing sufficient commitment for the GEP.

Problems encountered

- Covid and post-Covid difficulties.
- Functioning of the GEPI-UB. Designed on the basis of ATHENA’s request, the board is too extensive, with the majority of persons with high position within their departments/faculties. Their involvement was not satisfactory. For the second part of the implementation of the GEP, we consider revisioning the working procedures and creating a smaller, dedicated group of UB persons willing to actively participate in the group decision-making process.
- Time constrains due to overlapping of the ATHENA tasks with GEP implementation activities. The compulsory activities from ATHENA sometimes negatively impacted the time availability for other GEP issues. The period for trainings, the diversity of target groups and the recommended target of 150 trainees proved to be too much. It would have been better (also in terms of quality) to conduct half of the sessions in 2022 and half in 2023.
- Lack of interest from STEAM academics. We have not succeeded in more actively involving academics from the STEAM domains. Nevertheless, the Director of ICUB, a professor of chemistry, supported the establishment of this Gender Studies research platform.
- Lack of consistent support from the students. Our attempts to receive feedback from students, to involve them in research activities, and to offer gender-sensitive training were not very successful. We used the official faculties and UB students’ organizations for dissemination of information, but the feedback was low.
- Difficulties in developing the stakeholders database. The bureaucracy involved (official documents required, in conformity with the indications received) and more importantly, the lack of clear benefits for the partners (What do the partners receive/Why they should sign?) contributed to a small number of official partners. Also it is a question of time consuming for the small Athena team.
- Limited human and financial resources. Up to now, there is no concrete, direct financial investment in the GEP-UB at the institutional level. Beyond the small ATHENA team (all of which are members with other responsibilities too) we tried to involve volunteers, but with little success. Nevertheless, there are promises that after the ATHENA project is finalised, the institution will allocate certain financial resources.

Lesson learned (implicitly, recommendations)

- More efficient structure for GEPI-UB. The Committee is a crucial actor in the implementation of the GEPs and should have been designed as to better serve the management of the process, with a smaller dimension (5 to 7 members), members with prestige and visibility, but not having many other responsibilities (they are too busy).
- Better planning of events within similar Horizon future projects, with adequate time allocated to different components and more simplified reporting procedures. The difference in size of different partner organizations should also be taken into consideration. The period for reporting the state of affair (documentation and research component) should be enlarged for a better pre-diagnosis in view of elaboration the GEPs.
- Better structuring of the following GEP-UB (for the next period 2024-2028), as to address fewer aspects with clearer indicators and concrete responsibilities.
- Simplifying procedures for becoming partners in the stakeholders database and offering more clear benefits (e.g. presenting them with regular information on issues of interest; to be done by whom?).

4.3.5. References

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[bjMGC3uwQqDF4h4MS/edit?usp=sharing&oid=110812642708496871161&rtpof=true&sd=true](https://docs.google.com/document/d/1j_TqBKFAZA49po-bjMGC3uwQqDF4h4MS/edit?usp=sharing&oid=110812642708496871161&rtpof=true&sd=true)

Trainings dashboard with trainings for UB administrative staff. Available at:

[https://docs.google.com/spreadsheets/d/1wCf4z-](https://docs.google.com/spreadsheets/d/1wCf4z-vDb8j_KUZ_9KYoT_WKR_3AJ4ZI/edit?usp=sharing&oid=110812642708496871161&rtpof=true&sd=true)

[vDb8j_KUZ_9KYoT_WKR_3AJ4ZI/edit?usp=sharing&oid=110812642708496871161&rtpof=true&sd=true](https://docs.google.com/spreadsheets/d/1wCf4z-vDb8j_KUZ_9KYoT_WKR_3AJ4ZI/edit?usp=sharing&oid=110812642708496871161&rtpof=true&sd=true)

Trainings for UB staff and students. Photographs taken during the trainings are available at:

https://docs.google.com/document/d/1Bp_DhH6n_5y0Wox7KnhknVU9JYN_zmeC/edit?usp=sharing&oid=110812642708496871161&rtpof=true&sd=true

Summaries of meetings organised by the ICUB Platform for Gender Studies:

1st meeting, 27 October 2022. Details available at: <https://gеп.unibuc.ro/prima-intalnire-a-platformei-de-studii-de-gen-icub-va-avea-loc-pe-27-octombrie/>

2nd meeting, 24 November 2022. Details available at: <https://gеп.unibuc.ro/a-doua-intalnire-a-platformei-de-studii-de-gen-icub/>

4.4 University of Las Palmas de Gran Canaria - ULPGC

4.4.1 Executive Summary

For the implementation of this GEP, we have considered it a priority that the actions and execution times be realistic and possible for the bodies in charge of carrying them out.

Our role as those in charge of coordinating the implementation is based on making it possible, supporting and helping where necessary.

From the date of approval of the GEP until now we have carried out communication and dissemination actions among the university community that have been well received and for this reason we believe that we must continue in that direction. For this reason we are also going to increase the communication of the GEP between the personnel affected by these measures, which are the administration and services personnel and the teaching and research personnel. We believe that they should be better informed of the improvements of this GEP in their employment relationship, and in the values of equality in which the ULPGC works.

Some of the actions implemented, such as gender equality awareness training, have given good results and we have received good comments from the university community for these initiatives, so we have proposed repeating them to reach a larger audience.

Another of the recommendations that we want to take into account from the experience in the implementation of the GEP is that we have to improve the organization when some actions are carried out simultaneously to better prevent these situations.

4.4.2. Introduction

Name of the organisation	University of Las Palmas de Gran Canaria
Type	Public
Dimension	Number of employees: 2.743 (1.477 men, 1.266 women) Number of students: 16.305 (6.920 men, 9.385 women)
Main aims of the GEP	

In this GEP, matters such as the promotion of a culture of equality, access and professional promotion in equal conditions have been addressed, guaranteeing a balanced participation and representation both in university life and in the different governing bodies of the institution, promoting a conciliation co-responsible, actions for the prevention of sexual and gender-based harassment as well as the promotion of teaching, research and transfer in conditions of equality.

GEP was published. 27/07/2022.

Due to the fact that our II Equality Plan was approved at the end of July 2022, and since the University of Las Palmas de Gran Canaria has no academic activity from August 1 to September 12, both inclusive, the implementation and application of the Equality Plan for the year 2022, it is only from September 13 to December 20, because on December 20, the academic activity ends again. Consequently, for this short period, the only actions that were contemplated in the plan were the dissemination and publicity of the II Equality Plan, despite the fact that there are measures that will be applied throughout the validity of the Plan, allowing the responsible bodies to possibility of beginning to implement the actions and measures established in said Plan.

GEP implementation and E&M structure

<p>Responsible person(s)/department for GEP implementation coordination</p>	<p>Carolina Mesa Marrero, Director of Equality of the ULPGC Yaiza Gómez Yánez, EU project Manager – ATHENA Project Enrique Suárez Carreño, EU project Manager – ATHENA Project</p>
<p>Responsible person/s/department for GEP monitoring and evaluation.</p>	<p>In the development of the II GEP of the ULPGC, the following have participated as members of the negotiating commission:</p> <p><u>On behalf of the ULPGC government team:</u></p> <p>Francisco Artiles López, Vice Manager of Human Resources. María Asunción Beerli Palacio, Vice Chancellor for Social Outreach and Communication. Inmaculada González Cabrera, General Secretary Carmen Grau Pineda, Director of Teaching Staff. Carolina Mesa Marrero, Director of the Equality Unit. Asunción Morales Martín, Director of Teaching Staff. Marcos Antonio Pérez Delgado, Senior Technician in Occupational Risk Prevention.</p> <p><u>On behalf of the workers of the ULPGC:</u></p> <p>Pastora Calvo Hernández, union representative (UGT) in the Teaching and Research Staff Committee. Elena Carretón Gómez, union representative (CCOO) in the Teaching and Research Staff Committee. Substitutes: José</p>

	<p>Manuel Arias Febles, trade union representative (CCOO) in the Teaching and Research Staff Committee.</p> <p>Ana Falcón Martínez de Marañón, union representative (CCOO) on the Teaching and Research Staff Board.</p> <p>Oscar Fernández Camba, union representative (CSIF) in the Administration and Services Personnel Committee.</p> <p>José Antonio Herrera Valladolid, union representative (CCOO) in the Administration and Services Personnel Committee. Substitutes: José Ángel Bueno García, union representative (FSOC) in the Administration and Services Personnel Committee.</p> <p>Vanesa Reyes Mendoza Grimón, union representative (APU) on the Teaching and Research Staff Committee. Substitutes: María Luz Alonso Aguiar, union representative (APU) in the Teaching and Research Staff Committee.</p> <p>Carmen Rosa Pérez Martín, union representative (SEPCA) in the Administration and Services Personnel Committee.</p> <p>On the other hand, it has been essential to have the participation of a technical team made up of University professors and technical personnel hired within the framework of the European ATHENA project:</p> <p>Ana Falcón Martínez de Marañón, Full Professor at the School of Civil Law.</p> <p>Beatriz González López-Valcárcel, Professor of Quantitative Methods in Economics and Management.</p> <p>Carmen Grau Pineda, Director of Teaching Staff and Professor of Labor Law and Social Security.</p> <p>Carolina Mesa Marrero, Director of the Equality Unit and Professor of Civil Law.</p> <p>Yaiza Gómez Yánez, Graduate in Law and Expert in Equality and Gender.</p> <p>Enrique Suárez Carreño, Double Graduate in Law and Business Administration and Management.</p>
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Our equality plan is divided into areas and actions. Each of the actions has different responsible bodies according to the powers that each responsible body has in the internal organization of the university. At the ULPGC there are internal organizational divisions according to matters related to, for example: students, faculty organization, research, culture, communication, international projection, etc.

Despite of the fact that the GEP must be reviewed when the circumstances provided in Spanish Laws, the measures of the GEP may be reviewed at any time, in order to assess that they are effective and efficient with the in order to add, reorient, improve, correct, intensify, mitigate or even stop applying any measure that it contains depending on the effects that are being appreciated in relation to the achievement of its objectives. The people in charge of monitoring, evaluating and reviewing will be the monitoring committee, which

is made up of the same people who are members of the negotiating committee of this II Gender Equality Plan. To carry out these functions, the commission will meet at least twice a year during the term of the Plan.

Modification procedure:

This Equality Plan is susceptible to modification in any of its aspects, either due to the imperative of the applicable regulations or at the initiative of the plan's monitoring commission as a result of the evaluations and reviews that said commission must carry out in accordance with the provided in this Plan.

For the modification of the Plan, the same procedures will be followed as for its approval, or those determined at any time by the corresponding regulations.

The members of the committee may submit discrepancies that arise in the application, monitoring, evaluation or revision of the GEP to the mediation, conciliation or arbitration procedure that, where appropriate, is applied within the company or determined by unanimous agreement of the members of the commission.

Initiatives with relevant impact on the GEP implementation and promotion

4.4.3. Analysis of the Process Indicators

Work life balance and organisational culture

GEP Objective	5.2 Promote co-responsible conciliation
Description of the action	5.2.2 develop training activities in order to promote co-responsibility
Indicator(s)	Number and type of programmed actions Number of actions: 1 Number of attendees broken down by sex and group- Student male:6 student female:6 teacher male:0 teacher female:3
Thresholds	
Responsible person(s)/department(s)	Vice-rectorate for teaching staff, academic organization and educational innovation.
Source of financing	ULPGC
Results and Comments	

Action 1: On date 11th of November of 2022, the Equality Unit of the University of Las Palmas de Gran Canaria did a gender training programme for there institutional staff about Leadership and professional progression in the public sector. The expert delivering the training was presented Jimena Delgado Taramona, a political figure of the Canary Islands Government and with an extensive experience in the public sector. Jimena Delgado Taramona used talked about the reasons why she decided to access public jobs and her interest in politics. She did a presentation about what it has meant for her to be a woman in high job categories and political personnel in the Public Administration and the differences she finds in terms of gender equality in politics, the public sector and private companies.

The main success of the course was the involvement in learning and the participation of the students and the rest of attendees, who from each of their own experiences and point of views contributed to the debate, and shared experiences and ask many questions on how to reduce barriers in gender equality.

The only drawback we have encountered is the public's lack of interest in accessing the public administration. In Spain, it is more common for people who study law to be interested in accessing the public system, so it is suggested that for future occasions go to law students.

Gender balance in leadership and decision-making

GEP Objective	4.2. Promote the balanced presence of women and men in governing and representative bodies.
Description of the action	4.2.3 Develop actions and initiatives that promote female leadership.
Indicator(s)	Number and type of actions carried out- Number of actions: 1 data on attendees disaggregated by sex and group: Student male:6 student female:15 teacher male:1 teacher female:1
Thresholds	
Responsible person(s)/department(s)	Vice President for Social Projection and Communication. Equality Unity.
Source of financing	ULPGC
Results and Comments	

Action 1: On date 11th of November of 2022, the Equality Unit of the University of Las Palmas de Gran Canaria did a gender training programme for there institutional staff about Leadership and professional progression in companies. The lecture was carried out by Doctor Marina Elistratova Elistratova, which combined a theoretical exposition with the development of examples and practices individual and group, especially focused on the experiences of not only the researchers but also using data from the National Institute of Statistics to expose and debate it in the face-to-face session on the last day. Digital resources and updated publications were used, as well as database from official sites and websites, from national and international resources.

The main success of the course was the involvement in learning and participation of the students and the rest of attendees, who from each of their own experiences and point of views contributed to the debate, and shared experiences and ask many questions on how to reduce barriers in gender equality.

The main difficulty of the trainee was having few professors from the University and few researchers. For future occasions, the University will improve the dissemination of the event to these people or offer them options that are more attractive: such as certificate of participation, compensation of working hours, etc.

Gender equality in recruitment and career progression

No actions have been implemented in this area at the moment. They are timed throughout the year 2023 and following.

Integration of gender dimension into research and teaching content

GEP Objective	3.3 Promote the incorporation of the gender perspective in research
Description of the action	3.3.3 Promote training activities aimed at including the gender perspective in the field of research
Indicator(s)	Number of scheduled activities, Number of actions: 1 Number of attendees disaggregated by sex: Student male:4 student female:6 teacher male:1 teacher female:2
Thresholds	
Responsible person(s)/department(s)	Office of the Vice President for Research and Transfer - Equality Unit
Source of financing	ULPGC
Results and Comments	

Action 1: On date 11th of November of 2022, the Equality Unit of the University of Las Palmas de Gran Canaria did a gender training programme for there institutional staff about Leadership and professional progression in research. The lecture was carried out by Doctor in Law, Carmen Grau Pineda. The lecture combined a theoretical exposition with the development of examples and practices individual and group, especially focused on the experiences of not only the researchers but also using data from the National Institute of Statistics to expose and debate it in the face-to-face session on the last day. Digital resources and updated publications were used, as well as database from official sites and websites, from national and international resources. The comments were developed at the end of the presentations of the speakers, where the students, professors and researchers presented their opinions on the issues raised, their own experience and a debate was generated on how the new generations can contribute to the elimination of gender barriers in the field of the research field.

GEP Objective	3.1 Promote the gender approach in teaching
Description of the action	3.1.3 Ensure the announcement of awards to recognize the best final degree projects that address issues related to equality and/or the incorporation of gender as an analytical perspective
Indicator(s)	YES/NO Action: yes

Thresholds	
Responsible person(s)/department(s)	Equality Unit
Source of financing	ULPGC
Results and Comments	

Action 1 :

The "Advancing in equality" awards from the University of Las Palmas de Gran Canaria (ULPGC), aimed at to recognize the best Final Degree and Final Master's Projects that address issues related to effective equality between women and men, and/or the incorporation of gender as a perspective or category of analysis, which are presented and defended at the ULPGC in the academic year corresponding to each call.

On November 27, a resolution was published with the winners of the "advancing in equality" awards in the modality of best final degree project, second prize for best final degree project, and best master's final project. On December 13, the awards ceremony "advancing in equality" was held.

GEP Objective	3.3 Promote the incorporation of the gender perspective in research
Description of the action	3.3.1 Promote the dissemination of studies and research on gender
Indicator(s)	Number of dissemination actions Number of actions: 1
Thresholds	
Responsible person(s)/department(s)	Office of the Vice President for Research and Transfer - Office of the Vice President for Social Outreach and Communication - Equality Unit
Source of financing	ULPGC
Results and Comments	

Action 1: On date 27th of October of 2022, the Equality Unit of the University of Las Palmas de Gran Canaria did a Workshop in the city of Las Palmas de Gran Canaria to to present to the stakeholders the barriers and challenges and the solutions to overcome those encountered during the development of the GEPs and the activities that will be implemented thanks to the adoption of the GEPs. The main objective of this workshop was to address the relevance of gender equality plans in the field of research and transfer, and to present the measures in this field included in the II Gender Equality Plan of the University of Las Palmas de Gran Canaria and its relationship with the rest of the measures included in the GEP.

This workshop consisted in a debate about the difficulties encountered by women researchers in the development of their professional career. To this end, there will be the presence of female researchers from the ULPGC, belonging to various branches of knowledge, who will show their experience and opinion on these issues.

Most of the participants stood longer to discuss the future challenges. The topics were the following:

1. What are the main difficulties you have had in advancing your career as researchers?
2. What other measures, in the field of research and transfer, could be included in the Gender Equality Plan of the ULPGC?
3. Law 17/2022, of September 5, which modifies Law 14/2011, on Science, Technology and Innovation, has recently been approved. Among the most relevant developments, in the field of research, the implementation of measures to achieve effective and real equality between women and men is planned. Among other measures, it is worth mentioning the establishment of programs to support the advancement of women in research careers in equal conditions to avoid abandonment and so that they can progress in equal conditions with men (which may include information actions, training , advice, mentoring, visibility, establishment of support networks, or promotion of good practices in conciliation and mobility); Specific positive action measures in favor of women, to correct situations of de facto inequality with respect to men, especially in the degrees and higher levels of the research career; programs to promote innovative entrepreneurship for women; measures to promote co-responsibility to promote the overcoming of traditional gender roles.

What assessment do you make (according to your experience) of this type of measures and, in particular, if they could solve inequalities, disadvantages and obstacles?

These questions were answered by the speakers and this allowed people from both the public and the online attendees to launch different questions and contribution the results have been better than expected. This will allow us to organize future events more efficiently and we hope that in the future we can count on more attendees.

Measures against gender-based violence including sexual harassment

No actions have been implemented in this area at the moment. They are timed throughout the year 2023 and following.

Promotion of a culture of equality

GEP Objective	1.1 Promote and transmit the institutional commitment to equality and non-discrimination.
Description of the action	1.1.4. Promote awareness campaigns on equal opportunities between women and men.
Indicator(s)	Number and type of actions carried out. Number of actions: 1 Number of attendees disaggregated by sex and groups.- Student male:6 student female:15 teacher male:1 teacher female: 1
Thresholds	

Responsible person(s)/department(s)	Vice President for Social Projection and Communication. Equality Unit. centers
Source of financing	ULPGC
Results and Comments	

Action 1: On date 11th of November of 2022, the Equality Unit of the University of Las Palmas de Gran Canaria did a gender training programme for there institutional staff about Leadership and professional progression in companies. The lecture was carried out by Doctor Beatriz González López-Valcárcel, which combined a theoretical exposition with the development of examples and practices individual and group, especially focused on the experiences of not only the researchers but also using data from the National Institute of Statistics to expose and debate it in the face-to-face session on the last day. Digital resources and updated publications were used, as well as database from official sites and websites, from national and international resources.

The main success of the course was the involvement in learning and participation of the students and the rest of attendees, who from each of their own experiences and point of views contributed to the debate, and shared experiences and ask many questions on how to reduce barriers in gender equality.

The main difficulty of the trainee was having few professors from the University and few researchers. For future occasions, the University will improve the dissemination of the event to these people or offer them options that are more attractive: such as certificate of participation, compensation of working hours, etc.

GEP Objective	1. 2. Promote activities to raise awareness in the university community about the value of equality
Description of the action	1.2.2 Design awareness-raising actions in the prevention and action against gender violence.
Indicator(s)	Number and type of actions carried out Number of actions: 2 Action 2 assistant by sex and group: Student male:16 student female:43 teacher male:1 teacher female:
Thresholds	
Responsible person(s)/department(s)	Equality Unit. centers
Source of financing	For action 3- Athena´s project resources
Results and Comments	

Action 1: On November 25, the International Day for the Elimination of Violence against Women is celebrated, or this is why the Director of the Equality Unit of the ULPGC, Carolina Mesa, read the gender violence manifesto in a space of the library dedicated to gender equality.

Action 2: On November 3, the Equality Unit of the University of Las Palmas de Gran Canaria did a gender-based violence training programme for the students and some professors of the University. The lecture was carried out by Eloy José Naranjo Perera, a Police Officer of the Police Department of the city of Las Palmas de Gran Canaria. The lectures combine theoretical exposition with the development of examples and practices, especially focused on the experiences of the police department in gender-based violence real cases.

Regarding the theoretical part of the lecture, the different types of gender violence were explained (physical abuse, psychological abuse, economic abuse and sexual abuse) and the different problems related to new technologies and gender violence, and its consequences on victims of violence, were discussed.

The lecture especially focused on events and real cases of gender violence that the police department of Las Palmas de Gran Canaria has encountered.

Likewise, the different protocols that must be followed in this type of situation were explained and the tools that can help to alleviate this type of violent situation were shown.

The main success of the course has been the involvement in learning and participation of the students and the rest of attendees, who from each of their own experiences and point of views contributed to the debate, and shared experiences and ask many questions about the different type of violence and how new technologies can increase cases of gender violence.

We believe this topic is a transversal issue that should have reached most of the students of the University of Las Palmas de Gran Canaria, and not only law students. For this reason, we are going to consider doing it as a combined session, face-to-face and online, in future occasions.

GEP Objective	1. 2. Promote activities to raise awareness in the university community about the value of equality
Description of the action	1.2.1 Develop training activities on equality and non-discrimination
Indicator(s)	Number and type of training activities. number of actions: 1 Assistant by sex and group: Student male:27 student female:68 teacher male:1 teacher female:2
Thresholds	
Responsible person(s)/department(s)	Equality Unit centers
Source of financing	Athena project, ULPGC
Results and Comments	

Action 1: On December 12, in the week of human rights of the ULPGC, a training on gender equality and human rights was carried out: The lectures combined theoretical

presentations of a conceptual type and presentation of data to justify the claims. Practical examples from daily life were used to facilitate understanding of the theory.

The first conference explained the different challenges faced by girls and women around the world, and how human rights protect them in theory but not in practice. Examples were used such as: the slavery and servitude of girls, forced marriages, female genital mutilation, clandestine abortions, and human trafficking, especially in the field of prostitution.

In the second conference, they discussed the care work carried out by women in the world and how this implies inequality and discrimination for them. The roles and stereotypes that exist about women caregivers were discussed, and how this is linked to nature, and yet it is a cultural and historical construction. It was also suggested that care is an essential activity for sustaining life and is important for our human existence, but it generates inequality when only half the world (women) perform it and generally for free. In the debate we worked on the information of the presentations. There was talk about how this affects the daily life of women but it goes unnoticed because many people believe that we already have achieved equality between men and women. It was explained that the difference between formal and real equality is what prevents women, even though they have recognized rights, from being able to put them into practice due to these external conditioning factors of a cultural, historical, customs or tradition nature.

GEP Objective	1. 1. Promote and transmit the institutional commitment to equality and non-discrimination
Description of the action	1.1.3 Involve the university community in the activities and initiatives promoted by the Equality Unit
Indicator(s)	Number of communication actions:
Thresholds	
Responsible person(s)/department(s)	Vice President for Social Projection and Communication. Equality Unit
Source of financing	ULGC
Results and Comments	

The objective of the action is to disseminate and publicize the actions promoted by the Equality Unit of the ULPGC so that they are known by the university community and can participate in them.

The publicity was carried out through the ULPGC social networks through the communication service and also through mail addressed to the students of all the activities that are of interest.

Specifically, it was advertised:

- On date 27th of October of 2022, the Equality Unit of the University of Las Palmas de Gran Canaria did a Workshop in the city of Las Palmas de Gran Canaria to to present to the stakeholders the barriers and challenges and the solutions to overcome those encountered during the development of the GEPs and the activities that will be implemented thanks to the adoption of the GEPs.
- On 3 november: the Equality Unit of the University of Las Palmas de Gran Canaria did a gender-baed violence training programme for the students and some professors of the University

- On date 11th of November of 2022, the Equality Unit of the University of Las Palmas de Gran Canaria did a gender training programme for there institutional staff about Leadership and professional progression in companies
- On date 11th of November of 2022, the Equality Unit of the University of Las Palmas de Gran Canaria did a gender training programme for there institutional staff about Leadership and professional progression in research
- On date 11th of November of 2022, the Equality Unit of the University of Las Palmas de Gran Canaria did a gender training programme for there institutional staff about Leadership and professional progression in companies.
- On date 11th of November of 2022, the Equality Unit of the University of Las Palmas de Gran Canaria did a gender training programme for there institutional staff about Leadership and professional progression in the public sector-
- On November 25, the International Day for the Elimination of Violence against Women is celebrated
- From November 28 to December 29 celebrate specialist course: the impact on minors of gender violence
- On December 12, in the week of human rights of the ULPGC, a training on gender equality and human rights
- The "Advancing in equality" awards from the University of Las Palmas de Gran Canaria (ULPGC)

4.4.4. Conclusions and Recommendations

Most of the activities planned for the period of 2022 are for the publicity and dissemination of the equality plan because our plan was approved at the end of July 2022, just before the end of the academic activity for summer vacations that runs from the 1st of August to September 12. On September 12, academic activity resumes until December 20, when it closes again for Christmas holidays. The implementation period of the UPLGC equality plan for 2022 is short because we do not calculate it according to the calendar year but rather according to the academic year that runs from September to July. In anticipation of this situation, it was considered that it would be best to take advantage of this brief initial period to publicize the equality plan and prepare its implementation. These are also very important actions. The dissemination at the beginning of the plan allows the university community to feel that it participates in this new stage of the equality plan.

Also during this period, conversations and meetings have begun with the bodies responsible for executing actions to explain and teach what they must do and the deadlines for doing so in order to comply with the objectives and dates established in the equality plan. This is one of the most important tasks to guarantee the implementation of the plan, because we need the responsible bodies to understand the need to carry out the actions, and understand that it is a benefit for the entire university community. For this reason we have tried to convey to them that compliance with the equality plan should not be understood as an obligation but rather as a benefit for better functioning and equality. We believe that it is important to do a good pedagogical job at the beginning.

There have been no delays in the execution of the actions because broad compliance dates were established. We normally give months to do so in order to facilitate the internal organization of each person responsible.

We also thought that it was interesting for compliance with the equality plan to establish the number of actions carried out in long terms to facilitate that if the responsible bodies have periods of heavy work, they can meet the objective later on and not stop doing it just because the pre-established deadline for do it is finished. We understand that there may be issues that delay action, but it's important not to stop doing it. For this we give them the support they need and the facilities to do so.

We can point out that although it is not an action in the plan, it is necessary to legally appoint a commission to monitor the plan and this could not be done before the end of 2022. It is one of the main tasks we have for January 2023. This task It is a legal obligation in Spain and it is important to comply with it because it helps monitor compliance with the plan and allows legal changes to the plan if needed.

As an obstacle we can point out that we have encountered problems to publish the equality plan in the official and legal records of the Canary Islands because it was necessary to comply with many administrative requirements, this meant doing many administrative procedures and answering appeals. We had to dedicate all our efforts for a few months to that end. We have finally been able to resolve it and the equality plan has been officially published.

As resistance, we can point out that the bodies responsible for compliance with the actions have few staff and a heavy workload, so it is more difficult for them to meet with

the team as many times as we want to assess how to comply with the proposed actions. For this reason, in the month of January, the meetings with the responsible bodies will be resumed to give them more support and remind them of their responsibility.

Despite all these problems, we have managed to carry out several awareness-raising and training actions on an equal footing with the university community. In this short period of time we have carried out some important actions, such as on human rights and gender equality, which had a lot of participation from the students and was valued positively by them.

Based on the experience we have had so far, we think it is important to continue training on gender equality with the university community because that is how we disseminate our project and the values of equality.





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4.4.5. References

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4.5. Slovak Academy of Sciences - SAS

4.5.1 Executive Summary

The first year of GEP of Slovak Academy of Sciences (SAS) can be evaluated as a partially successful. Some indicators were not only met, but overreached, mostly in actions focusing on trainings and implemented as outputs of the ATHENA project. It highlights the importance of project support during the first year of implementation. Similarly, as a result of the GEP, gender equality monitoring was included into the annual report mandatory structure for all SAS organizations which provides a useful regular feedback on the state of gender equality across the organizations. In addition, new supportive measures for employees on parental leave have been introduced that have a potential to improve work life balance within the institution.

It must be highlighted, that this is the first GEP in the SAS history, which also brought some challenges in preparation period and the first months of its implementation. It has shown that some actions were defined without sufficient personnel-and-time capacities allocation, that has led to the implementation delay of some actions. As a result, the Presidium of SAS in December 2022 extended the duration of the implementation period of GEP till the end of 2024 together with the redefinition of deadlines for some actions. In the following report we refer to newly set deadlines. On the other hand, the SAS team responsible for actions is dedicated and flexible when facing new challenges. Some actions were slightly modified in order to better reflect the challenges for gender equality in our institution. Adopting the GEP was an important step, but being able to flexibly react and adopt new strategies is highly relevant as well. We are happy having achieved both these issues.

The first year of implementation was marked by several internal and external challenges. All the SAS organization have been in a process of accreditation/assessment (running in parallel with the GEP implementation), leaving only a limited time for strategic actions as defined in the GEP. SAS was also highly influenced by the war in Ukraine, which brought several initiatives focusing on helping colleagues from this neighbouring country, but also by the energy crisis. All those challenges have contributed to the postponement of some actions, as other crises had to be addressed as well.

As we cannot expect that the next year will bring peaceful time, providing a time for strategic action towards gender equality. We now understand, that gender equality, together with GEP must be seen a crucial response in the global crisis – not as a luxury but as necessity to cope with resistance and address these challenges. New actions should therefore focus on awareness raising in order to support the capacities and decrease the potential resistance among the SAS management and organizations.

4.5.2. Introduction

Name of the organisation	Slovak Academy of Sciences
Type	Independent scientific institute (public research institution)
Dimension	Slovak Academy of Sciences consists of 47 institutes and centers. According to the latest GE audit held in 2021 (data from 2020) it covers: 3676 employees (54% F) 2485 of research and development staff (46% F) 1158 of other professional and administrative staff (71% F) 515 PhD students (60% F)
Main aims of the GEP	
<p>The first GEP of SAS was adopted in December 2021, aiming to support gender equality in SAS. It sets 5 objectives:</p> <p>Objective 1: The Slovak Academy of Sciences actively supports work-life balance for its employees</p> <p>Objective 2: The Slovak Academy of Sciences supports equal representation of women and men in leadership and decision-making positions in SAS organizations and bodies</p> <p>Objective 3: The Slovak Academy of Sciences actively supports equality between men and women in recruitment and career progression</p> <p>Objective 4: The research carried out at the Slovak Academy of Sciences integrates a gender perspective</p> <p>Objective 5: The Slovak Academy of Sciences supports a work environment free of gender-based violence and sexual harassment</p> <p>The main focus in 2022 was put on trainings and raising awareness activities as one of the results of GEA showed lack of understanding, and consequently also lack of the interest in the topic of gender equality in science and research. Since the first GEP was published using only a partial result from GEA, it is intended to revise the GEP earlier in the 2023, reflecting the qualitative results from GEA and also the insights and lessons learned from the first year of GEP implementation. In December 2022, the Presidium of SAS has agreed on extension of the GEP till the end of 2024.</p>	
GEP implementation and E&M structure	
Responsible person(s)/department(s) for GEP implementation coordination	The key responsibility: Presidium of SAS Action responsibilities: Presidium of SAS, SAS Committee for Equal Opportunities, HRS4R Team, Athena project team, SAS Office, Press department, Young scientists of SAS, Institute for Research in Social Communication SAS
Responsible person/s/ department(s) for GEP monitoring and evaluation.	The key responsibility: Presidium of SAS Partial responsibilities: SAS Committee for Equal Opportunities, ATHENA project team
<p>The GEP implementation is distributed among several actors based on defined actions. This is probably the biggest challenge identified during the implementation period. The most actions had been designated to the SAS Committee for Equal Opportunities, which means that the agenda of the Committee doubled within few months with no additional resources</p>	

covering the increase. With lack of human resources, some actions were delayed and postponed, while some actions spontaneously arose and were flexibly introduced as they have been seen as a high priority. Facing this challenge, we still consider the implementation period successful, mostly thanks to the head of the Committee, dr. Robert Karul, who is also a member of the Presidium and GEPI committee and thanks to the key training activities planned in the ATHENA project. As a result of this cooperation, several actions were implemented despite the lack of human or financial resources.

The monitoring system is still developing and is distributed among the responsible actors – mostly between the SAS Committee for Equal Opportunities and ATHENA project team. Although the process is still not fully coordinated, we managed to implement some useful features for evaluation in the annual reports in each SAS centre and institute, which will provide us with regular update on gender balance in research teams, gender in research but also some qualitative insights, how the issue of gender equality is implemented in the institutes/centres.

Initiatives with relevant impact on the GEP implementation and promotion

Probably the highest positive impact comes from the close cooperation with the Slovak Centre of Scientific and technical information (by Ministry of Education, science, research and sport of the Slovak Republic) which decided to provide a consultation and support in GEP preparation and implementation for Slovak research organizations. Within this ambitious plan, we became a close partner to the centre providing consultations, cooperation, as well as dissemination of the GE issue across research organizations. As a result of this initiative, the issue of GEPs have become more visible and discussed in Slovak research area and it also brought a closer cooperation with other sister projects and partners from Slovakia.

Also, closer cooperation within our institution happened with the HRS4R management, as we found several overlapping issues in human resources management and gender equality promotion. Both initiatives face similar challenges in awareness raising and implementation and we believe this cooperation can strengthen the implementation of actions.

Nevertheless, we have faced several challenges outside of the institutional context. First of all, the instability of political situation and continuing gender backlash have brought a stagnation of gender equality at the level of policy making in Slovakia. Some national projects have finished and the existing Department for equality between men and women (part of the Ministry for Labour, Social Affairs and Family) underwent some personal and ideological changes towards conservative values (changing the name of the Department from Gender Equality to Equality between women and men) changes and communication has weakened. This also resulted in our decision to suggest the change in the position in the ATHENA Advisory Board, which will be presented in next weeks.

Last but not least, war in Ukraine, energy crisis and ongoing COVID-19 pandemic have brought many challenges in GEP implementation. For many stakeholders, the issues of equality are the issues to be discussed and implemented in peaceful times. When crisis arises, management is more focused on crisis interventions, rather than strategic and long-term actions. This is probably something we will need to carefully reflect during the whole project and GEP implementation.

4.5.3. Analysis of the process indicators

Work life balance and organisational culture

GEP Objective	Objective 1.1. Support for employees with young children (on, during, and after maternity/parental leave)
Description of the action	Action 1.1.1. Development of a maternity/parenting plan with recommendations and examples of good practice
Indicator(s)	Measures supporting employees on, during and after maternity, parental leave
Thresholds	Unsatisfactory: document not prepared and without intents to prepare; Satisfactory: document prepared (slight changes in deadline accepted); Very satisfactory: document prepared in deadline and shared among directors
Responsible person(s)/department(s)	SAS Committee for Equal Opportunities, SAS Office
Source of financing	SAS
Results and Comments	

Although the original GEP indicator was to prepare a plan related to motherhood and fatherhood, the actual implementation exceeded it. During the preparation of the plan the Committee for Equal Opportunities identified several actions out of which three have been already implemented in 2022. Hence the original indicator has been redefined.

The first challenge identified was related to the institutional research grants and stipends which did not reflect the issue of parental (or long-term sick) leave, leaving some candidates discriminated, as they could not present adequate research outputs during their leave period. The conditions of the institutional research grants have changed so the leave period is not counted into the duration of the grant.

The second challenge was related to the complicated system of maternity/parental leave bonuses given by the state, often complicated by the fact, that research employees continue to work in research projects during their parental leave. As this challenge was identified, now, human resources at the SAS Office offer free consultations on these issues. Nevertheless, this process is still not formalized yet and we intend to include the formalization and promotion of this process in the next GEP revision.

Probably the most important measure affecting the employees on maternity/parental leave is the introduction of a research return grant scheme available to employees returning from parental leave to restart their research. The new grant scheme has been adopted in December 2022 and will be first announced in 2023.

GEP Objective	Objective 1.2.: Familiarizing employees with the concept of work-life balance
Description of the action	Action 1.2.1. Gender equality training for SAS employees within the ATHENA project
Indicator(s)	GE trainings - work-life balance – number of participants
Thresholds	Unsatisfactory: 20

	Satisfactory: =20-25 Very satisfactory: >25
Responsible person(s)/department(s)	ATHENA project team
Source of financing	ATHENA project
Results and Comments	

Athena training programme for SAS “Gender Equality in Science” comprised of 6 thematic modules and each module as well as the whole training programme contributes to the set of several GEP objectives.

In order to provide more concrete insights into this objective, we calculated the threshold for this indicator based on the most relevant modules and categories of participants.:

The issue of work-life balance is cross thematic, with the highest relevance in Module 1 Introduction to Gender Equality, Module 3 Gender in Management and Module 4 Empowerment. The indicator threshold is calculated on the basis of all participants attending these modules as follows: Module 1 = 27 participants; Module 3 = 16 participants and Module 4 = 8 participants. Total for the Action 1.2.1. = 51 training participants.

GEP Objective	Objective 1.3. Supporting the involvement of fathers in childcare through taking of maternity or parental leave
Description of the action	Action 1.3.1. Presentation of "role models" in the Akadémia journal
Indicator(s)	Published interviews with fathers on paternity leave
Thresholds	Unsatisfactory: 0 Satisfactory: = 1 - 2 Very satisfactory: >2
Responsible person(s)/department(s)	SAS Press Department
Source of financing	SAS
Results and Comments	

This action has not been implemented so far. Athena project team will bring the issue to the discussion during the next meeting with the head of the SAS Committee for Equal Opportunities in order to identify the reasons for the delay and possible steps further.

GEP Objective	Objective 1.4.: Kindergarten facility for the children of SAS employees
Description of the action	Action 1.4.1.: To explore the possibilities of establishing a kindergarten on the SAS campus in the Patrónka district
Indicator(s)	Feasibility document on a kindergarten
Thresholds	Unsatisfactory: no actions undertaken Satisfactory: report from the assessment is done

	Very satisfactory: > report is done and issue is discussed within the SAS Presidency
Responsible person(s)/department(s)	Presidium of SAS
Source of financing	SAS
Results and comments	

This action has not been implemented. Athena project team will bring the issue to the discussion during the next meeting with the head of the SAS Committee for Equal Opportunities in order to identify the reasons for the delay and possible steps further. The main reason for the lack of implementation is related to the crisis management during the economic and energy crisis, which have reached a high priority from February 2022, leaving this strategic objective postponed.

Gender balance in leadership and decision-making

GEP Objective	Objective 2.1. Familiarizing employees with the issue of gender equality in management
Description of the action	Action 2.1.1. Gender equality training for SAS employees within the ATHENA project
Indicator(s)	GE trainings – gender in management – number of participants
Thresholds	Unsatisfactory: 20 Satisfactory: =20-25 Very satisfactory: >25
Responsible person(s)/department(s)	ATHENA project team
Source of financing	ATHENA project budget allocation
Results and Comments	

Athena training programme for SAS “Gender Equality in Science” comprised of 6 thematic modules and each module as well as the whole training programme contributes to the set of several GEP objectives.

In order to provide more concrete insights into this objective, we calculated the threshold for this indicator based on the most relevant modules and categories of participants. In calculating the threshold for this indicator we focused exclusively on participants from the target group of ‘higher and middle management’, choosing the Modules most relevant to the management: – Module 3 Gender in Management and Module 5 Sexual harassment on workplace. The indicator calculates participants from higher and middle management group attending these two modules: Module 3 = 11 participants from the higher and middle management Module 5 = 15 participants from the higher and middle management. Total for the Action 2.1.1. = 26 participants.

GEP Objective	Objective 2.2. Increasing the proportion of women in the Presidium of SAS, in the Board of the SAS Assembly and the management of organizations in Scientific sections 1 and 3 (in accordance with HRS4R)
Description of the action	Action 2.2.1 Survey of barriers to the candidacy of women. Communication with organizations on the preparation of candidates for corresponding positions
Indicator(s)	Analysis of barriers for female candidacy to the Presidium of SAS
Thresholds	Unsatisfactory: no actions undertaken Satisfactory: = report from the assessment is done Very satisfactory: > report is done and issue is discussed within the SAS Presidency
Responsible person(s)/department(s)	SAS Committee for Equal Opportunities, Presidium of SAS
Source of financing	SAS
Results and Comments	

This action has not been implemented. Most probable reason for the delay is the underestimation of human and time resources of the Committee and the Presidium. In the updated GEP the action is scheduled for 2023 – 2024.

GEP Objective	Objective 2.3. Support for career development with emphasis on young female scientific workers
Description of the action	Action 2.3.1 1 Explore the possibility of creating a mentoring programmes with emphasis on young female researchers, pilot training of mentors
Indicator(s)	Feasibility of mentoring programs
Thresholds	Unsatisfactory: no actions undertaken Satisfactory: = report from the assessment is done Very satisfactory: > report is done and issue is discussed within the SAS Presidency
Responsible person(s)/department(s)	SAS Committee for Equal Opportunities, Presidium of SAS, Young Scientists at SAS, ATHENA project team
Source of financing	
Results and Comments	

The action has been scheduled for 2023.

GEP Objective	Objective 2.4. Gender-equality training for managers
Description of the action	Action 2.4.1 Integration of the gender equality module into the existing training platform
Indicator(s)	GE trainings - higher management – number of participants
Thresholds	Unsatisfactory: 20 participants

	Satisfactory: =20-25 participants Very satisfactory: >25 participants
Responsible person(s)/department(s)	Presidium of SAS
Source of financing	SAS
Results and Comments	

The integration of the gender equality module into the existing training platform for the SAS management has not been implemented yet. Although the Athena project devoted one Module exclusively for the SAS management – Module 3 Gender in Management, with overall participation of 16 participants. The number is very low, considering the total number of directors (47) and members of the Presidium. But the organization of the training itself happened to be very challenging, as the SAS management has been overwhelmed by other crisis issues rather than strategic actions. On the other hand, the follow up discussions with the directors of SAS organizations are already planned for January 2023.

Gender equality in recruitment and career progression

GEP Objective	Objective 3.1. Supporting gender equality in the recruitment process
Description of the action	Action 3.1.1. Supporting gender equality in the recruitment process (in accordance with HRS4R activity), including recommendations to prevent gender-related conflicts of interest in selection procedures Action 3.1.2. Using gender-sensitive language in advertisements and welcome packs in accordance with HRS4R activities
Indicator(s)	3.1.1.: Published document - recommendations for GE in recruitment 3.1.2.: Document on gender sensitive language in advertising and welcome packs
Thresholds	Unsatisfactory: document not prepared and without intents to prepare; Satisfactory: document prepared (slight changes in deadline accepted); very satisfactory: document prepared in deadline and shared among directors
Responsible person(s)/department(s)	3.1.1.: SAS Ethics Committee, SAS Committee for Equal Opportunities, Presidium of SAS, SAS Office 3.1.2.: SAS Office, Press department, Presidium of SAS
Source of financing	HRS4R, SAS
Results and Comments	

Both actions are in the initial state of the implementationThe HRS4R team plans to develop the new guidelines for the recruitment and advertisement in mid 2023. Module

6 in Athena training programme was focused on Gender Sensitive language with an ambition to create a tool to support this objective and the Athena project team will cooperate with the HRS4R team in the inclusion of gender equality into the materials.

GEP Objective	Objective 3.2. Familiarizing employees with gender equality in recruitment and career progression
Description of the action	Action 3.2.1. Gender equality training for SAS employees within the ATHENA project
Indicator(s)	GE trainings - recruitment and career development – number of participants
Thresholds	Unsatisfactory: 20 participants Satisfactory: =20-25 participants Very satisfactory: >25 participants
Responsible person(s)/department	ATHENA project team
Source of financing	ATHENA project budget allocation
Results and Comments	

Athena training programme for SAS “Gender Equality in Science” comprised of 6 thematic modules and each module as well as the whole training programme contributes to the set of several GEP objectives.

In order to provide more concrete insights into this objective, we calculated the threshold for this indicator based on the most relevant modules and categories of participants. The key role in the recruitment is played by the management and administrative staff and the issue is cross-thematic, with the highest relevance in the Module 1 Introduction to Gender Equality (5), Module 3 Gender in management (14) and Module 5 Sexual harassment on workplace (20).

The indicator threshold includes participants from higher and middle management and administrative staff target groups attending the abovementioned modules: Module 1 = 5 participants, Module 3 = 14 participants, Module 5 = 20 participants. Total for the Action 3.2.1. = 39 participants

GEP Objective	Objective 3.3. Strengthening the equality between men and women among senior scientists and postdoctoral researchers
Description of the action	Action 3.3.1. Barrier survey, communication between the Presidium of SAS and SAS organizations on the preparation of conditions for receiving higher degrees
Indicator(s)	Analysis of barriers for senior research positions
Thresholds	Unsatisfactory: document not prepared and without intents to prepare; Satisfactory: document prepared (slight changes in deadline accepted); very satisfactory: document prepared in deadline and shared among directors
Responsible person(s)/department(s)	SAS Committee for Equal Opportunities, Presidium of SAS
Source of financing	SAS

Results and Comments

This action has not been implemented. Most probable reason for the delay is the underestimation of human and time resources of the Committee and the Presidium. The implementation deadline have been postponed.

GEP Objective	Objective 3.4. Identifying income inequalities from a gender perspective
Description of the action	Action 3.4.1. Design of analysis and data acquisition methodology
Indicator(s)	Data acquisition methodology on calculating pay gap, statistics available
Thresholds	Unsatisfactory: no actions undertaken Satisfactory: = prepared procedure Very satisfactory: prepared procedure with more than 70% of organizations willing to participate
Responsible person(s)/department(s)	Presidium of SAS, ATHENA project team
Source of financing	SAS, ATHENA project
Results and Comments	

This action has not been implemented. **As data coming from GEA showed, a wide variety of project bonuses added to the tariff salary exists, which poses significant challenges regarding the calculation and interpretation of the gender pay gap.**

Integration of gender dimension into research and teaching content

GEP Objective	Objective 4.1. Promotion of gender issues in research and teaching
Description of the action	Action 4.1.1. Gender equality training for SAS employees within the ATHENA project
Indicator(s)	GE training - gender in research – number of participants
Thresholds	Unsatisfactory: 20 participants Satisfactory: =20-25 participants Very satisfactory: >25 participants
Responsible person(s)/department(s)	ATHENA project team
Source of financing	ATHENA project budget allocation
Results and Comments	

Athena training programme for SAS “Gender Equality in Science” comprised of 6 thematic modules and each module as well as the whole training programme contributes to the set of several GEP objectives.

In order to provide more concrete insights into this objective, we calculated the threshold for this indicator based on the most relevant modules and categories of participants. For the indicator threshold the participation on the Module 2 Gender in research had been calculated. The module training was held twice, with 31 participants in total.

GEP Objective	Objective 4.2. Implementation of analytical focus on gender equality to research applications projects (VEGA and international projects)
Description of the action	Action 4.2.1. Professional event
Indicator(s)	Professional event on GE in research applications – number of participants Implementation of GE category in research applications
Thresholds	Unsatisfactory: event is not realized Satisfactory: =event with up to 30 participants Very satisfactory: >event with more than 30 participant
Responsible person(s)/department(s)	SAS Equal Opportunities Commission, SAS Presidium, UVSK SAV
Source of financing	SAS
Results and Comments	

The action has not been implemented. The deadline for the action was postponed till 2023.

GEP Objective	Objective 4.3. Regular monitoring of the gender perspective in SAS research
Description of the action	Action 4.3.1. Adding a section on gender perspective in research and teaching into the Annual report
Indicator(s)	GE included in the structure of annual reports
Thresholds	Unsatisfactory: no changes to structure of annual reports Satisfactory: = 1-3 gender related new aspects integrated within the annual report Very satisfactory: > more than 3 gender related new aspects integrated within the annual report
Responsible person(s)/department(s)	SAS Committee for Equal Opportunities, Presidium of SAS
Source of financing	SAS
Results and Comments	

The annual report structure which is mandatory for all SAS organization had been revised in order to explore gender perspectives in research and teaching. It covers (1) a brief assessment of the status of gender equality implementation in the organisation, (2) gender balance in project leadership of both national and international projects, (3) gender dimension in research. We assume some other attributes may be added in the future annual report structure revisions.

GEP Objective	Objective 4.4. Creating an expert platform of employees who integrate a gender perspective into their research
Description of the action	Action 4.4.1 Survey of personnel potential to create an expert platform, which will subsequently guarantee some gender-equality activities from other objectives
Indicator(s)	Basis for gender researchers platform
Thresholds	n/a
Responsible person(s)/department(s)	SAS Committee for Equal Opportunities, ATHENA project team
Source of financing	SAS
Results and Comments	

Since 2022, there was an ambition to create an expert platform, supported by the national grant structure. A list of possible members was created and several researchers confirmed an interest to join the platform. Unfortunately, the national grant schemes for 2022 did not provide an opportunity for the funding so the process of formalization of such platform has been postponed. Nevertheless, we believe we achieved at least a starting initiative, which may be developed in future.

Measures against gender-based violence including sexual harassment

GEP Objective	Objective 5.1. Familiarizing employees with the phenomenon of gender-based violence, including sexual harassment
Description of the action	Action 5.1.1. Gender equality training for SAS staff within the ATHENA project (including training of trainers) Action 5.1.2. Training in the area of genderbased violence for directors of SAS organizations and labour union representatives (or for other target groups)
Indicator(s)	5.1.1. Training on GBV for Athena project – number of participants 5.1.2. GBV training for directors and trade union – number of participants
Thresholds	Unsatisfactory: 20 participants Satisfactory: =20-25 participants

	Very satisfactory: >25 participants
Responsible person(s)/department(s)	5.1.1.: ATHENA project team 5.1.2.: SAS Committee for Equal Opportunities
Source of financing	ATHENA project budget allocation + SAS participation
Results and Comments	

Athena training programme for SAS “Gender Equality in Science” comprised of 6 thematic modules and each module as well as the whole training programme contributes to the set of several GEP objectives.

In order to provide more concrete insights into this objective, we calculated the threshold for this indicator based on the most relevant modules and categories of participants.

For the Action 5.1.1. The training for UVSK SAS has been attended by 15 participants. Nevertheless, all the Module trainings covered the issue of sexual harassment, hence awareness raising on the issue significantly increased as the overall coverage of participants is more than 100.

Additionally, more specialized training took place under Action 5.1.2. through the Module 5 Sexual harassment in the workplace held for the management with 24 participants in total.

GEP Objective	Objective 5.2. Creating a directive on preventing and solving gender-based violence and sexual harassment
Description of the action	Action 5.2.1. Adopting an internal regulation against gender-based violence and sexual harassment (in accordance with HRS4R)
Indicator(s)	Adoption of the regulation on GBV and sexual harassment
Thresholds	Unsatisfactory: document not prepared and without intents to prepare; Satisfactory: document prepared (slight changes in deadline accepted); very satisfactory: document prepared in deadline and shared among directors
Responsible person(s)/department(s)	SAS Committee for Equal Opportunities, Presidium of SAS, HRS4R Team
Source of financing	SAS
Results and Comments	

The preparation of the internal regulation has been delayed but it is a priority for 2023 to be implemented.

4.5.4. Conclusions and Recommendations

The monitoring of the first year of the GEP implementation can be found partially successful. First of all, we have to consider that the action plan was created in a short time in order to prepare the GEP in December 2022, which was a request from several institutes interested in Horizon Europe funding. It was also a premiere in creating such a strategic and action document, not mentioning the novelty of the gender equality issue itself. Therefore, several actions were suggested with a high motivation but lower reflection of realistic human, time and financial constraints for the implementation. Nevertheless, it has been reflected in the extension of the duration of the GEP set to 2024 with reconsidering some actions' deadlines. Although the adopted extension did not consider revision of particular actions, we will propose to the SAS Committee for Equal Opportunities to carry out revision in the upcoming year in order to reflect upon present implementation challenges and to tailor the actions to the emerging institutional needs.

The most effective part of the GEP implementation lies in the training programme provided by the ATHENA project and ATHENA team members. Although the training programme consisted of 6 thematic modules and they did not entirely reflect all the set objectives and actions, they definitely contributed to all of the set objectives in the GEP. It confirms the importance of project support in the first years of GEP implementation. The process of implementation is institutionally challenging and project support is highly relevant. Another example of a successful implementation targeted employees on, during and after maternity leave. In this measure, the implementation exceeded the original intention that was to develop a plan for these employees. However, during the process particular new measures have been implemented, most notably the new institutional grant scheme for employees returning from maternity/parental leave aiming at facilitation of their return to research activity. Similarly, the existing institutional grant and stipend schemes have been redesigned in a way that they do count the leave period into the grant duration. Last, the human resource office started to provide advisory services to employees aiming at reconciling their parental leave period with research assignments.

The last important action has been the redefinition of the annual report structure which provides us with a regular insight how institutes and centres are approaching gender equality. It also serves as an important reminder for those SAS organizations which may not fully understand yet the importance of the issue and this annual report will be an annual reminder.

Moreover, we would like to highlight that the GEP did not happen to be a strict and inflexible document. As mentioned earlier, we found out after few months some actions may be less relevant than the others or new obstacles to be addressed showed up. It is highly appreciated, that relevant internal stakeholders are willing to follow both the plan as well as real-life situations and can decide what kind of approach to follow. Changes in the institutional grant schemes are probably one of the most crucial successes of the GEP, although it was not specifically defined in GEP. But it was definitely a result of set objective and originally defined action. These measures can also serve as an example for other national sources of research funding in reconciling work and family life.

The main reason why several actions had been delayed lies in the ambitious plans which did not reflect that the main responsible actor, SAS Committee for Equal Opportunities, in few weeks got a great new agenda to follow, without additional time to prepare and reflect the new challenges among their members. We therefore believe, that in the following year, the actors should also focus more on the strengthening of the capacities

of relevant stakeholders and departments which may play a key role in successful implementation. We repeatedly discuss and highlight the need for one coordinator/coordinating department which could initiate the cooperation and integration of the relevant actions and actors across the institutions.

Besides the lessons learned, we have to reflect also a wide variety of challenges to be faced. First of all, it is apparent, that SAS is not fully dedicated to the issue of gender equality. Gender issues have become a growing controversy in Slovak society and some critique is present also within the academia. SAS also faced several media attacks when adopting a GEP coming from gender equality opponents. It was a contradictory experience with no easy answers and solutions. On one hand, SAS should serve as a value setter in the society. On the other hand, the institution was not adequately prepared for a crisis communication and argumentation on this topic, and the management was not entirely unified in the strategy whether to answer back or ignore such attacks. It is an important lesson learnt, because we can only assume similar reactions will appear in future. Last but not least, global challenges, like the war in Ukraine, the energy crisis, the ongoing pandemic are posing critical demands on the institutional capacities leaving a few capacities for strategic actions. Directors and management are overwhelmed by the agenda how to react in time of crisis. And in the time of crisis, strategic actions are daily postponed which is a reality we face during the first year of implementation, as Slovakia was very intensively impacted by the war migration (and of course by the intentions to provide help and support to our Ukraine research colleagues).

To summarize, we believe that the first year of the GEP implementation and the trainings carried out have contributed to the raising awareness and interest among internal stakeholders that can serve as a good starting point for the follow up actions. The implementation constraints have been reflected in the prolongation of the duration of the GEP implementation process that will allow for a more elaborate approach how to overcome the challenges, further networking with responsible stakeholders and their more fruitful collaboration in future implementation process. Nevertheless, we believe some additional capacities will be needed for more focused implementation and we will continue to advocate for them. The first year of the GEP implementation have proved that pursuing for gender equality within the institution and a research community is not an easy and rapid task and requires continual efforts, flexibility and dedication.

4.5.5. References

Amendment to the GEP of SAS adopted on December, 19, 2022 (in Slovak). Available at: https://www.sav.sk/php/download_doc.php?doc_no=11172

Updated version of GEP of SAS (in Slovak). Available at: https://www.sav.sk/php/download_doc.php?doc_no=11171

Annual report structures for each organization can be found at the SAS website: <https://www.sav.sk/?lang=sk&doc=docs-annual-org>

Statute of the return project scheme of SAS for parents after maternity and/or parental leave adopted on December, 2022 (in Slovak). Available at: https://www.sav.sk/php/download_doc.php?doc_no=11175

Amended Statute of the Support fund of Stefan Schwarz for postdoctoral positions in SAS adopted in Jun, 29, 2022 (in Slovak). Available at: https://www.sav.sk/php/download_doc.php?doc_no=11204

Press release on the return project scheme of SAS published on January, 11, 2023 (in Slovak). Available at: https://www.sav.sk/?lang=sk&doc=services-news&source_no=20&news_no=10966

4.6 University of Ruse Angel Kanchev - URAK

4.6.1 Executive Summary

The **GEP-URAK** was developed in the eight areas of activity that are integral parts of the ATHENA project, as a first plan for the University in the subject area under consideration. Since its official approval in June 2022, all parts of the activities planned for 2022 have been implemented with a high degree of implementation. A minor part was slightly delayed, a small part was postponed for objective reasons, and also some additionally planned initiatives were overruled.

In the third decade of the 21st century, various challenges faced the world and the academic community. One of them is maintaining equal rights between women and men for scientific work. Our contemporary task is to ensure the sustainability of this equality at the University of Ruse in a way that will stand the test of time. In this regard, a specialized committee of Ruse University was established in April 2022 to turn these intentions into reality. GEP-URAK currently has its own place within Ruse University. It was officially accepted as an ongoing research project of the institution on May 17, 2022 and is located as a set of documents on the internal page of the University, as well as in the public space of the external social environment.

After holding 5 specialized seminars, the University formed the opinion that some additions should be made to URAK's internal procedures, and the leading specialists and consultants on the subject explained why the University should make some changes to its internal rules.

The role of the GEP for equal opportunities for women and men to ensure scientific research and teaching at the Angel Kanchev University of Ruse was the focus of the project team, and the main actions in the URAK GEP and the expected results were also analyzed in detail. The changes and additions to the internal regulations proposed by the experts were adopted by the Academic Council on 25 October 2022 and then unanimously approved on 29th of November 2022 by the General Assembly of the University.

The reviews of the academic staff show that the integration of the gender dimension in scientific research and teaching is recognized as fundamental for the successful development of the University of Ruse Angel Kanchev. The **created team for the realization of GEPI** consists of representatives of the following academic positions: Vice-rector Research; Director Quality in education; Director Scientific Research Center; Director of Institute in Technology and Innovations;

Head of Academic Staff Development; Head of the PhD School; Head of the Entrepreneurship Center; Chief Accountant; Legal advisor; HR department expert; Member of Department in Public Law; Member of Department in Management and Social Affairs; Administrative expert in Research; Administrative expert in Quality in education.

Regarding the **development and strengthening of the process for the collection of gender-sensitive data**, URAK already has a mechanism to collect the relevant statistical information, as indicated in our initial institutional report. GEP-URAK uses the existing database to monitor aspects of gender and will offer a cumulative gender-sensitive database to show the trend of the problem until the end of 2024. At the request of the ATHENA team, the Social Research Laboratory, The Department of Human Resources,

the Department of Academic Staff Development and the Student Council of URAK provide gender information twice a year through sensitive statistics.

Regarding the **capacity-building activities** (included in the GEP-URAK and also part of the mandatory request from ATHENA), a high interest was confirmed within the university, but organizing different modules proved not an easy task due to everyone's busy schedules levels of the academic community, the administrative and the student body. The combination of the training seminars with the already established training plans within the framework of other international and national projects proved to be a good practice for integrating the audiences and for avoiding a formal attitude to the problem under consideration. The trainings were completed with a high degree of interest and attendance, both for the academic community and for the administrative staff and student self-government bodies.

Regarding the **research activities** included in the GEP-URAK, we consider that real progress has been made. The GEP is a strategic, operational and individualized tool that allows defining the legal, organizational, economic and social and operational conditions for implementing gender equality in practice. This term does not mean that men and women should be equal or equal in number, but when they have the same skills, then they should have equal access to the same opportunities. Some research topics proposed within the framework of GEP-URAK are under development, such as:

- external communication in order to increase the transparency of the university's actions and internal communication to promote greater dialogue between management and employees, students and researchers;
- care for the well-being of all connected with the university and in particular special attention to the health of people in relation to work-related stress, as well as in the prevention of harassment in the workplace and attention to the area and comfort of working spaces;
- simplifying and integrating the rules for balancing personal life and professional life;
- gender balance in leading positions and in decision-making bodies;
- gender equality in recruitment and career development;
- integration of the gender dimension in research and in curricula.

Regarding the **promotion and dissemination** component of GEP-URAK, we appreciate a lot that has happened in terms of the visibility of Project Athena in general and GEP-URAK in particular. The specialized website of the university - section University Research Complex and the Facebook page of the Research Sector are systematic sources for the dissemination of information. We used these sources to publish messages and materials related both to the activities of the ATHENA-URAK team and GEP, and to the general pursuit of gender equality in Bulgaria and around the world. In addition, important announcements related to the implementation of the GEP were also published with the support of the Directorate of Public Relations and Advertising of URAK on the official website and scientific journals of the Academic Publishing House.

In addition to these activities, a series of scientific forums were held, the central theme of which was the development of plans for gender equality in public institutions in Bulgaria and the definition of problem areas in the considered context. Analyzes show that during the last decade, Bulgaria has registered significant progress in the field of achieving equality between women and men in the scientific and educational sphere, exceeding the average European level in most of its characteristic indicators. A **significant part of the problems** existing in public scientific research institutions on

average in the EU and in individual countries have practically been overcome in our country, with Bulgaria occupying a worthy place on the European map for equality between women and men in the field of scientific research. However, there are a number of differences in the representation of women and men in the state research sector (URAK is an exception in this case). The problem requires taking certain measures. They mainly concern:

- the need to retain male researchers and especially young scientists in the system;
- increasingly visible feminization of the public scientific research sector in a significant part of the scientific fields, which is a manifestation of the so-called horizontal gender segregation (differences in the participation of women and men);
- still significant vertical segregation of women, which requires work towards overcoming the existing imbalance mainly in the participation of women in the higher levels of the administrative management of academic institutions;
- imbalance in participation in scientific boards in favor of men.

As **several additional activities** not planned in advance, the ATHENA-URAK team has partnered with WPZ RESEARCH GMBH (WPZ RESEARCH) on the project GET-AHED – Green Education and Transition – A Higher Education Digital Buddy, Project number: 101087248, Vine, Austria. The project has in order to provide an introduction to all university students in the topics of gender equality, diversity and inclusion. Online thematic modules with quiz competitions have been developed. Another sister project is "Stepping-up and promoting Education & Innovation towards Sustainable Development Goals (SDGs) through Educational Laboratory for accelerating Civic Skills and Sustainable Businesses" (EduLab4Future) with Polytechnic University - Bucharest, Romania. Related to this are the seminars on Respect for Human Rights and Equal Employment Opportunities.

The **main problems** that have arisen, apart from overcoming the closed system established during the Covid pandemic, are: (i) **At the national level**, the policy of women's participation in Bulgarian legislation is greatly changing. Traditionally, they are well represented in the parliamentary committees on social policy, education, youth affairs and sports. In Bulgaria, the participation of women in justice commissions is high, but in areas such as defense and anti-corruption, the commissions are often made up exclusively of men. (ii) One important aspect of the national strategy - the gender equality law was adopted late - only in April 2016. Bulgaria is the last among the EU countries to adopt such a law. Its application would not be effective if the principle of gender equality is not synchronized with other types of policies; (iii) **At the University level** - difficulties in the operational functioning of GEPI-URAK - due to the too large number of academic representatives with responsibilities in various fields (teaching, research and administrative work within the University - they do not have the time resource to fulfill the commitments; (iv) administrative time limitations: the time that can be worked on the project issues is no more than 4 hours per day within a 5-day working week, and in the event of no commitments on other projects; (v) the time range defined in ATHENA for trainings and preparation of reports, was too short, coinciding with the non-attendance of GEPI, due to mandatory leave in the summer months and at the end of the year; (v) insufficient interest of the Student Council.

The experience of the first year of implementation of a complex project such as ATHENA leads to the following **recommendations**: (i) GEPI is a key actor in the implementation of GEPs and should be composed, categorized and authorized to better serve the management of the process (by small teams, maximum up to 7 members with prestige

and authority within URAK and MES, but with responsibilities, mainly in the research field; (iii) regulation of more responsibilities of the Ethics Committee in URAK; (iv) identification of ways/means to include more doctoral students, young scientists and postdoctoral fellows for documentation, data collection, support for organizing events; (v) actions on the publication of scientific results should be directed to journals in WoS with an impact factor in the field of Social Sciences and the articles to be developed by joint teams of the partner organizations; (vi) after the presentation and acceptance of the Project report by the EC, a special issue of the Journal "Entrepreneurship & Innovation", published annually by Ruse University Publishing House with the materials of the participating partners.

4.6.2. Introduction

Name of the organisation	University of Ruse Angel Kanchev
Type	<i>Public Higher Education and Research University</i>
Dimension	10 000 students (6000 BA level; 3500 MA level; 500 PhD level) 540 employees (out of which 340 teaching staff and 200 researchers)
Main aims of the GEP	
<p>With a history of over 80 years and a constantly reaffirmed prestige, the University of Rouse today is a dynamic and inclusive academic environment focused on students and research, characterized by creativity, innovation and patent activity. Bringing together 8 faculties, with 54 bachelor's programs, 65 master's programs, continuing education with 5000 students per year, 50 doctoral schools for fundamental and interdisciplinary research in 6 fields of higher education, more than 50 centers for development and implementation activity, 9 research units, 15 scientific research student laboratories and professional clubs The University of Ruse is well known as an institution of excellence in education and research. With 10,000 students (6,000 BA [54% female], 3,500 MA [58% female] and 500 PhD [59% female]), 540 employed (all contract types; 60% female), of which 340 faculty (57% women) and 200 researchers (59% women), the University of Ruse continuously works to ensure the highest quality of educational, research and administrative services provided, guaranteeing its graduates an easy and effective realization on the international labor market, regardless of the field or the program of studying and paying attention to issues of diversity and respect among its members.</p> <p>GEP-URAK is a strategic document that formulates the institutional commitment of the University of Ruse to promote gender equality and prioritize a strategy for inclusive policies in all activities carried out within the institution. The GEP is realistic as it responds to a preliminary diagnosis based on data and clearly defines tasks, procedures, resources and deadlines. Last but not least, it is a dynamic document that allows for further changes and developments based on continuous collaboration with the entire community.</p> <p>Through the implementation of this first plan for equal opportunities in research between the genders, URAK intends to continue to develop an institutional culture based on respect for the values of human dignity, personal freedom, community support, moral and ethical scientific integrity.</p> <p>GEP-URAK currently has its own place within Ruse University. It was officially accepted as an ongoing research project of the institution on May 17, 2022 and is located as a set of</p>	

documents on the internal page of the University, as well as in the public space of the external social environment. It is designed around 4 Priority areas as follows:

- equality of women and men in access to educational services, in obtaining scientific degrees, in holding academic positions and in concluding labor and civil contracts at Ruse University "Angel Kanchev" (URAK).
- non-admission of gender differences in the payment of remuneration, additional material incentives and scholarships.
- promoting the equality of women and men in the decision-making processes in the management bodies of Ruse University "Angel Kanchev" (General Assembly, Academic Council, Rector, Student Council), as well as in the management bodies of the main units (faculties, branches, departments) and service units (administrative directorates and departments) combating violence and protecting and supporting victims;
- overcoming gender stereotypes in various spheres of public life and sexism (measures against gender-based violence, including sexual harassment).

To achieve the goals of the plan in the priority areas, measures have been developed to achieve specific results, with deadlines and URAK bodies responsible for the implementation of the measures, as well as indicators for results and impact.

After the basic document was accepted in principle by the AC of the University of Rousse, it was supplemented with an impact matrix and a calendar of events harmonizing with areas 1-5 (recommended by the EC to the EU) until the end of the program period of the ATHENA project:

- (1) Work-life balance and organisational culture;
- (2) Gender balance in leadership and decision-making;
- (3) Gender equality in recruitment and career progression;
- (4) Integrating the gender dimension into research and teaching content;
- (5) Measures against gender-based violence, including sexual harassment.

The plan complies with the normative acts of national law - the Constitution of the Republic of Bulgaria, the Law on Protection against Discrimination, the Law on Equality between Women and Men (Official Gazette No. 33 of 26.04.2016), as well as with the acts of European Union law (gender equality is a core value of the EU, a fundamental right and a fundamental principle of the European Pillar of Social Rights) and with international treaties to which the Republic of Bulgaria is a party.

The plan was developed in accordance with the National Strategy for the Promotion of Equality between Women and Men 2021-2030, adopted by Decision of the Council of Ministers No. 969 of 30 December 2020 and the National Action Plan for the Promotion of Equality between Women and Men for the period 2021-2022, taking into account the specifics of the activity of RU "Angel Kanchev" as a higher school within the meaning of the Law on Higher Education. The guidelines of the European Institute for Gender Equality for the development and implementation of plans for equality between women and men are also taken into account.

For 2022, the activities planned to be implemented are focused on the priority areas (see annex 2, GEP-URAK, operational by years):

Area 1. Work-life balance and organisational culture;

- Up-to-date information on the ratio of men to women in teaching, research and administrative activities has been collected.
- A durable internal regulatory framework has been established, guaranteeing equality between women and men.
- A permanent internal regulatory framework has been formulated, guaranteeing equality between women and men.
- Monitoring of the university's general policies for equality between women and men is carried out periodically (every 3 months). Basic ethical requirements are reflected in the behavior of students, doctoral students, academic staff, administrative and service staff in order to ensure equality between women and men.
- Expert capacity on gender equality issues is provided.

Area 2. Gender balance in leadership and decision-making

- Establish a flexible operational institutional structure for coordinating and monitoring gender equality at URAK.
- Conduct trainings for GEPI-URAK.
- Maintaining the guaranteed equality of women and men in receiving remuneration and other additional payments.
- Publicity of the regulations is ensured at each re-signing of the Collective Labor Agreement.

Area 3. Gender equality in recruitment and career progression

- The permanent implementation of the principles of equality between women and men in decision-making is monitored.
- The foundations have been laid and the effect of the public nature of the normative regulation on the issue under consideration is being monitored.
- Training and sensitizing Human Resources staff regarding the principle of gender equality on the labor market and in the university environment.
- Revision of the framework methodology for granting professional degrees, both for teaching and administrative staff.

Area 4. Integrating the gender dimension into research and teaching content

- Provision of information to the public regarding the regulations of URAK related to the prohibitions of discrimination pursuant to Art. 22 and Art. 30 Protection from Discrimination Act.
- Informing students, academic staff and administrative staff.
- Undertaking of a guarantee by the academic management for the protection of the rights of the persons in fulfillment of art. 17, art. 29, para. 2 and Art. 31 of the Law on Protection from Discrimination.

Area 5. Measures against gender-based violence, including sexual harassment.

- Promotion of the national policy on equality between women and men in national and international events.

- Combating discriminatory practices, familiarization with various practical hypotheses.

All activities that have a permanent implementation period have been implemented. The capacity building modules (for teachers and researchers) were conducted in the three trainings held on 25 October 2022; 14 November 2022 and November 2022. The modules are in the process of being integrated into the GEP-URAK website and will be planned again for the next project period (Annex 2).

Responsible person(s)/department(s) for GEP implementation coordination

- GEPI-URAK
- Director Scientific UNICOMP / Vice-rector Research - Prof. Dr. Diana Antonova
 - Director Quality in education - Prof. Dr. Vanya Serbezova
 - Director Scientific Research Center - Assoc. Prof. Dr. Boris Evstatiev
 - Director of Institute in Technology and Innovations, later on.
 - Head of Academic Staff Development - Assoc. Prof. Dr. Orlin Petrov
 - Head of the PhD School - Assoc. Prof. Dr. Galina Ivanova
 - Head of the Entrepreneurship Center - Assoc. Prof. Dr. Daniel Pavlov
 - Chief Accountant - Mrs Yana Krалеva

Responsible person/s/ department(s) for GEP monitoring and evaluation.

- Legal advisor - Mrs Ralitsa Barashka
- HR department expert - Mrs Lyusi Dimitrova
- Department in Public Law - Vanya Panteleeva PhD
- Department in Management and Social Affairs - Nataliya Venelinova PhD
- Administrative expert in Research - Mrs Galina Daskalova
- Administrative expert in Quality in education - Mrs Daniela Todorova

All of the listed members of the research equality policy team are working pro bono at this stage of the establishment of the university structure. As part of the job description of the respective job position, voluntarily assumed duties of each person have been added.

Regarding the promotion and dissemination component of GEP-URAK, we appreciate a lot that has happened in terms of the visibility of Project Athena in general and GEP-URAK in particular. The specialized website of the university - section University Research Complex and the Facebook page of the Research Sector are systematic sources for the dissemination of information. We used these sources to publish messages and materials related both to the activities of the ATHENA-URAK team and GEP, and to the general pursuit of gender equality in Bulgaria and around the world. In addition, important announcements related to the implementation of the GEP were also published with the support of the Directorate of Public Relations and Advertising of URAK on the official website and scientific journals of the Academic Publishing House.

Initiatives with relevant impact on the GEP implementation and promotion

As mentioned in our previous initial institutional report, from a national legal and institutional perspective, Bulgaria can at first glance be an example of good practice in the advancement of gender equality (signed the CEDAW Convention 30 years ago; legislation is constantly improving in the spirit of EU requirements and even stipulates the need for all public institutions to implement GEPs; a satisfactory anti-discrimination and fairly solid formal institutional infrastructure designed to address issues of equal opportunities and gender equality).

In Bulgaria, a team of the Gender Alternatives Foundation is developing a methodology for measuring statistical indicators, as well as the institutions that must supply data to the state statistics (NSI), more precisely this system for monitoring gender equality. The work of the team begins in early 2020 on order from the Ministry of Labor and Social Policy and transmits its results in the form of elaborately developed and secure protocols for gathering the necessary data from the adequate institutions to guarantee correctness at the understanding of gender equality issues at the end of 2020. Exactly the same year in which Bulgaria officially declared to the UN, that such a system is being made since 2017 and beyond she is not ready. As of October 2022 there is no data at the national level that the Foundation's report was used to create of the monitoring system, and there is no information whether such a monitoring system works on the territory of Bulgaria.

4.6.3. Gender Equality Plan implementation in the University of Ruse: Analysis of the process indicators

Work life balance and organisational culture

GEP Objective	Equality of women and men in accessing educational services, obtaining scientific degrees, occupying academic positions and concluding labor and civil contracts at Ruse University "Angel Kanchev".
Description of the action	<ul style="list-style-type: none"> - Get current information about the ratio between men and women in teaching, research and administrative activities. - Creation of a permanent internal regulatory framework, guaranteeing equality between women and men. - Reflecting the University-wide policies for equality between women and men. Reflecting the basic ethical requirements in the behavior of students, doctoral students, academic staff, administrative and service staff, to ensure equality between women and men. - Provision of expert capacity on the issues of ensuring equality between men and women.
Indicator(s)	<ul style="list-style-type: none"> - Reflecting the situation in the annual annual report of the rector for the activities of the university before the General Assembly. - Amended Regulations for the activities of the university, defining rights and obligations in relation to guaranteeing equality between women and men and preventing other forms of discrimination. - Updated internal acts of the University, including provisions on non-discrimination. - Amended Code of Ethics for the teachers and employees at the University of Rousse "Angel Kanchev."
Thresholds	Excellent: 5 tasks completed. The rest have a permanent term of execution within the mandate of the management team.
Responsible person(s)/department(s)	<ul style="list-style-type: none"> - "Academic Staff Development " Department - Head of the University Syndicate - Dean of the Faculty of Law - Chairman of the General Assembly - Secretary General - Chairman of the Commission on academic ethics at the Academic Council
Source of financing	Funds from the state subsidy for additional material stimulation.
Results and Comments	

As part of the work to document the state of affairs regarding gender equality issues at URAK, we found that the University has good institutional arrangements regarding work-life balance. In the context of the implementation of the flexibility scheme, we have supplemented and extended the existing provisions to academic staff, staff and students.

At the same time, we monitored how the Annual Plan of the University Syndicate is implemented in terms of achieving a balance between professional and family life, offering cooperation with municipal institutions, such as the Department of Social Assistance of the Municipality of Ruse and the Regional Center for Work with Children.

A regional stakeholder workshop was organized to explore ways of implementing collaboration between the university and other educational institutions, in the form of priority access agreements for children of teaching staff and students, under the University Syndication Plan.

We have provided publicity, familiarization and enforcement of the Regulations for the activities of the University.

Non-admission of gender differences in the payment of remuneration, additional material incentives and scholarships

GEP Objectives	<ul style="list-style-type: none"> - Review and proposals for amendment and addition of the University's internal acts related to labor remuneration, the additional material incentive and the scholarships. - Approval of the Collective Labor Agreement as an instrument for equal pay for women and men.
Description of the action	<ul style="list-style-type: none"> - No discrimination based on gender in receipt of emoluments from the University and the provision of scholarships. - Ensuring equality between women and men in receiving remuneration and other payments.
Indicator(s)	<ul style="list-style-type: none"> - Updated internal acts of the University. - The inclusion of an express clause in the Collective Labor Agreement, not allowing inequality between women and men in the payment of remuneration. - Written information available.
Thresholds	Excellent: 3 tasks completed. The rest have a permanent term of execution within the mandate of the management team.
Responsible person(s)/department(s)	Rector Chief Accountant Chairman of trade union organizations
Source of financing	No need for additional funds
Results and Comments	

Ensuring publicity of the acts of the internal page of the university and in the archive with the decisions of the Academic Council. The actions undertaken provide additional opportunities for teachers in the various professional fields for a better accreditation assessment by the National Agency for Educational Accreditation.

Promotion of equality of women and men in decision-making processes in the management bodies of URAK (General Assembly, Academic Council, Rector, Student Council), as well as in the management bodies of the main units (Faculties, Branches, Departments) and service units (Administrative directorates and departments)

GEP Objective	<ul style="list-style-type: none"> - Guaranteeing equal opportunities for the participation of women and men in decision-making processes in the University's structures. - Publicly announced and transparent criteria for election to governing bodies have been created, in compliance with the principle of equality between women and men.
Description of the action	<ul style="list-style-type: none"> - Guaranteeing equal opportunities for the participation of women and men in decision-making processes in the University's structures - Publicly announced and transparent criteria for election to governing bodies have been created, in compliance with the principle of equality between women and men.
Indicator(s)	<ul style="list-style-type: none"> - Number of women and men involved in decision-making. - Provisions in the Regulations and other internal acts of the university guaranteeing equality between women and men.
Thresholds	Excellent: Tasks are performed over a long period of time. The tasks have a fixed term of execution within the mandate of the management team.
Responsible person(s)/department(s)	Rector and vice-rectors Branch Managers and faculties Secretary General Chairman of the Center for candidate student preparation
Source of financing	institutional, Athena Project
Results and Comments	

The GEPI-URAK Committee, in conformity with the ATHENA demands, is composed of 10 members from high and middle management; professors, researchers and students; HR staff; and administrative staff. After an initial list of proposals from the URAK Rectorate, each member was invited and asked to sign a letter of commitment and an informed consent form. The GEPI-URAK members have been involved in a training module component, part of the ATHENA design, where they received basic information about the aim of the ATHENA project and, most importantly, about the philosophy and concrete objectives of Gender Equality Plans.

As part of a participatory process to establish a systemic institutional environment of gender equality within URAK, the ATHENA team organized regular meetings and information exchange in 2022. A GEP implementation team was designed and thanks to its work during the reporting period the institutional documents were prepared or supplemented, after which they were promulgated in the university faculties and affiliates.

GEP Objective	Training for GEPI-URAK
Description of the action	Design and organization of 3 modules on October 25, November 14 and 29, 2022 Development of training content Organization of delivery, promotion of trainings Conducting the training Get feedback from participants
Indicator(s)	3 modules, 58 participants
Thresholds	Excellent: annual organization with 150 participants
Responsible person(s)/department(s)	ATHENA URAK Team
Source of financing	URAK, ATHENA Project
Results and Comments	



The training used a feminist, participatory, case-based approach to the skill development required (tools used: presentation, discussions, small group exercises, case study/role play activities). Participants were asked to fill in a feedback form at the end of the training. The main results show that 100% of participants rated the training as excellent; 80% of participants said that their expectations have been met; and 20% of participants said that the training exceeded their expectations.

The training offered, among other things, a clearer perspective on the advantages of a GEP in a HEI, a more nuanced understanding of the potential resistances to the implementation of a GEP, and, last but not least, a space for important group cohesion and motivation for a more gender equal institution.

Combating violence and protecting and supporting victims

GEP Objectives	<ul style="list-style-type: none"> - Prevention against violence as a violation of human rights and a form of gender-based discrimination. - Meetings and public lectures with representatives of the Discrimination Commission or the Judiciary on non-discrimination and non-violence issues. - Organization of a scientific conference at the University (Faculty of Law) on the issues of prohibition of discrimination and measures to combat violence. - Taking effective measures to prevent all forms of discrimination in the workplace and study by persons from the teaching or non-teaching staff or by students.
Description of the action	<ul style="list-style-type: none"> - Provision of public information about the regulations regarding prohibitions on discrimination pursuant to Art. 22 and Art. 30 ZZDis. - Awareness of cold, academic staff and administrative staff. - Guarantee of protection of the rights of persons in fulfillment of Art. 17, Art. 29, para. 2 and Art. 31 ZZDis.
Indicator(s)	<ul style="list-style-type: none"> - A separate section on the University's website containing the main normative acts prohibiting discrimination. - Number of meetings held and participants. - Number of participants. - Procedures developed in internal acts and normative documents of the University.
Thresholds	Very successful: Two of the set tasks, which have an annual form of implementation, have been completed. The third task is for the second year of ATHENA.
Responsible person(s)/department(s)	Assistant Rector Chairmen of the Student Council and Trade Union organizations Deputy Rector NID. Dean of the Faculty of Law Chairman of the Ethics Committee Secretary General
Source of financing	ATHENA Project, URAK resources
Results and Comments	

[URAK – University of Ruse “Angel Kanchev”, Bulgaria]

Training topic	Gender equality in career progression and recruitment.
Number and name of the module	Training topic 4.
Venue	University of Ruse “Angel Kanchev”, Rectorat
Date	22.11.2022
Full name of the expert delivering the training	Assoc. Prof. Dr. Vanya Panteleeva, Assoc. Prof. Dr. Daniel Pavlov
Name of the organization to which the expert belongs	University of Ruse “Angel Kanchev”
Total number of participants	9
Number of high and middle managers participants	-
Number of HR professionals participants	-
Number of professors and researchers participants	-
Number of administrative professionals participants	-
Number of students participants	9
Total duration of the module (hours)	2
Format (classroom lesson, webinar, etc.)	Classroom lesson

○ Agenda of the event

[Please include here the agenda of the event]

- 17:00 – 17:05 Official opening.
- 17:05 – 17:15 Presentation of project ATHENA.
- 17:15 – 18:00 Module 1.
- 18:00 – 18:45 Module 2.
- 18:45 – 19:00 Discussion and official closure.

Benefits for Ruse University

- Development and adoption of Gender Equity Plans (Plan for equal opportunities for women and men for a scientific career), which will make the University of Ruse an eligible participant in consortia financed under HORIZON 2020.
- Training of management, academic and administrative staff in the legal features of equality between men and women for scientific careers.
- Creation of prerequisites for the inclusion of the University of Ruse in other project networks.
- Creation of a stable environment for the already established high culture at the University of Ruse for equal opportunities between WOMEN and MEN in science.

The development and implementation of the Plan for equal opportunities for women and men for a scientific career at the University of Ruse offers the following objective advantages:

First. The proposed changes in the internal documents of the University of Ruse under the ATHENA project were personally prepared by the Minister of Education - Prof. Dr. Sasho Nenov! In the period 01.11.2021 - 31.05.2022, he conducts trainings for representatives from Ruse University and prepares proposals for changes in our internal documents.

Second. The proposed changes create a SUSTAINABLE ENVIRONMENT of our already built culture for equal opportunities between WOMEN and MEN in science at the University of Ruse. The culture achieved is presented as good practice within the ATHENA project.

Third. Each participant in the training seminars under the ATHENA project with his signature:

- (1) Supports the preservation of the dignified culture at the University of Ruse of equal opportunities for WOMEN and MEN in science;

(2) Supports the efforts of the Ministry of Education and Science to create a reasonable regulatory environment that will preserve over time equal opportunities between WOMEN and MEN in science.

(3) Supports the efforts of the academic leadership of the University of Ruse "Angel Kanchev" to preserve the leading role of our university and city as the "wise capital of Northern Bulgaria" - Ruschuk.

Overcoming gender stereotypes and sexism in various spheres of public life

<p>GEP Objectives</p>	<ul style="list-style-type: none"> - Promotion of measures for effective implementation of the policy on equality between women and men. - Implementation of an information policy in the University system to increase the sensitivity of students, academic staff and administrative staff regarding the principle of equality between women and men. (2023) - Providing a link to the rubric "Equal Opportunities" maintained by the Ministry of Labor and Social Policy. - Organization of meetings - discussions between students, academic staff and representatives of the central and local authorities (equality coordinators between women and men). - Organizing the presentation of information on the benefits to society and the economy of equality between women and men by representatives of the central or local government. - Holding talks with central and local government representatives to raise awareness of the new challenges that affect gender equality - new technologies, digital industries, artificial intelligence, transition to a green and digital economy, the need for new skills and new jobs, climate change, migration, threats to public health such as pandemics, possible conflicts disrupting peace and security, etc. (2024)
<p>Description of the action</p>	<ul style="list-style-type: none"> - Implementation of a procedure for obtaining a Distinctive Sign for significant achievements in the effective implementation of the policy on equality between women and men. (<i>It is due to take place in 2024</i>) - Application of the principle of equality between men and women - Awareness of equal opportunities for men and women. - Promotion of the national policy on equality between women and men in national and international events - Combating discriminatory practices, familiarization with various practical hypotheses. - Awareness of the need to guarantee equal opportunities between women and men and its benefits for society - Raising the awareness of the academic, administrative and student staff about the importance of equality between women

	and men in the face of new societal challenges. (<i>It is due to take place in 2023</i>)
Indicator(s)	<ul style="list-style-type: none"> - Preparation of documentation for participation in the procedure. Publicity of the procedure and its results. (2024) - Application of the principle of equality of women and men when publishing informational materials on the University's website and when conducting public events and events. Positizing trends in behavioral, social and visual models in the University regarding the equality of women and men. - Application of the principle of equality Link on the university website. <p>Raising the awareness of the University staff, by introducing them to the rights of individuals and which institutions to turn to for assistance. Number of meetings held.</p> <ul style="list-style-type: none"> - Raising the awareness of University staff about the social importance of equality between women and men. Number of events held on the societal and economic benefits of equality between women and men, and measures against gender-based violence, including sexual harassment. (2023)
Thresholds	<p>Excellent for tasks 2,3,4,5. Positizing the trends in behavioral, social and visual models in the university regarding the equality of women and men.</p> <p>Tasks 2 and 6 - to come.</p>
Responsible person(s)/department(s)	<p>Rector Deputy rectors Assistant Rector Chairmen of the Student Council and trade union organizations Public Relations and Advertising Department</p>
Source of financing	ATHENA Project
Results and Comments	

The main success of this section was that once students participated, they engaged and rated the trainings as useful for their professional development. They also said that during the training they learned new information that they will use outside the university environment.

4.6.4. Conclusions and Recommendations

On the one hand the Bulgarian legislation and the mentality of the academic community of Ruse University “Angel Kanchev” are very tolerant towards the equal opportunities between women and men in the science and other aspect of our society. On the base of GEP the approved changes of the internal regulations made sustainable this environment preventing the university from future tries to ruin these equal opportunities.

However, there were some challenges in the process of the implementation of the GEP. For example, some of the female academics felt disappointed by the existence of GEP, as they felt that it could seem like their professional achievements could be related to their gender and not their skills.

Regarding the dissemination of the GEP and how we plan on enhance the implementation, we believe that the initiative for GEP must come from the Rector Body. We will continue highlighting the advantages of implementing a GEP at the research organization and we will organise some seminars with different audience to disseminate the GEP. The monitoring and evaluation of the GEP will be done under the control of the Vice-rector in research.

There were some challenges encountered in the organisation of events and trainings:

- People are too busy and they don't have time for extra duties.
- Many academics accept the existing high level of gender equality mentality at URAK as “eternal”.

To overcome these challenges, we have some recommendations:

- Present the advantages of GEP in accordance to the specifics of the institution.
- Combine the dissemination events with other events to reach more people.

Further strategies will be analysed and developed, together with the support of project partners, in order to overcome these difficulties.

4.7. Agencia Canaria de Investigación, Innovación y Sociedad de la Información del Gobierno de Canarias - ACIISI

4.7.1 Executive Summary

The Gender Equality Plan (GEP) was developed at the Agencia Canaria de Investigación, Innovación y Sociedad de la Información (ACIISI) as a part of the activities within the Athena project taking into account suggestions and feedback from the employees and external gender equality experts. As a preliminary step, in 2021 a process of diagnosis to identify the main current legislation, measures already existing in the entity and possible proposals for the improvement of the institutionalization of gender equality in the ACIISI.

Together with the support of an external GE expert that was subcontracted, we had identified ACIISI's Gender Structure, the internal and the external competences and we created a FOCUS Group. A training was developed for the FOCUS Group and the ACIISI Staff. An online questionnaire was launched and we identified GE measures already implemented as RFO previous to ATHENA. Based on this information, we diagnosed what the situation of GE balance in some calls from ACIISI as a RFO. With the results of the information collected, a report was prepared in December 2021.

At the beginning of 2022, the FOCUS group and the ACIISI equality commission updated indicators established in the Athena project and started to prepare the GEP in different face-to-face and online meetings. On June 26th 2022, ACIISI organised a specific workshop with quadruple helix community to present the draft of GEP and get feedback.

The GEP was formally approved and presented at ACIISI on December 13, 2022.

4.7.2. Introduction

Name of the organisation	ACIISI - Agencia Canaria de Investigación, Innovación y Sociedad de la Información Gobierno de Canarias
Type	Public
Dimension	Total: 26 women and 17 men Coordination are: 7 women and 5 men Management Assistant: 1 woman Research Assistants: 4 women and 4 men Innovation Service: 6 women Information Society Service: 2 women and 3 men Inspection of Means: 1 women and 4 men Media: 2 women and 1 man Administration and Modernisation: 3 women Athena Project: 4 women and 3 men
Main aims of the GEP	

The Equality Plan of the ACIISI as a financing entity for Research and Innovation Actions at the regional level, as well as a participant in R&D&I projects of the Horizon Europe program of the European Union, must comply with a series of principles of eligibility among which are the commitment to Gender Equality and the implementation of an institutional Equality Plan. In accordance with the foregoing, the ACIISI PIG is based on four mandatory aspects that have been established by the new Horizon Europe program and that emanate from the new strategy for Gender Equality 2020-2025 implemented by the COM Commission (2020) 152 end; and that were already specifically included in the communication of the Commission for the European Research Area COM (2012) 392 final:

- Be a public document: The GEP must be a formal document signed by senior management and disseminated within the institution. You must demonstrate a commitment to gender equality, set clear goals and detailed actions and steps to achieve them.
- Have dedicated resources: Resources for the design, implementation and monitoring of GEPs may include funding for specific positions, such as Equality Officers or Gender Equality Teams, as well as allocated working hours for academic staff, administrative and management.
- Include arrangements for data collection and monitoring: GEPs should be evidence-based and based on sex- or gender-disaggregated baseline data collected across all categories of staff. This data should inform the GEP goals and targets, indicators, and ongoing assessment of progress.
- Be supported by training and capacity building: Actions may include developing gender competencies and addressing unconscious gender bias among staff, leaders and decision-makers, setting up working groups dedicated to specific issues and raising awareness through workshops and communication activities.

In addition to these mandatory process-related requirements, the following 7 topic areas are recommended for content.

1. Reconciliation of work life, personal life and organizational culture.
2. Gender balance in leadership and decision-making.
3. Gender equality in hiring and career progression.
4. Integrate the gender dimension in research and teaching content.
5. Measures against gender violence, including sexual harassment.
6. Budgets with a gender perspective and budget gender impact.
7. Inclusive and non-sexist institutional communication.

All activities included in the GEP are planned to be implemented each year from 2022- 2025.

GEP implementation and E&M structure

Responsible person(s)/department(s) for GEP implementation coordination

Antonio Elias Gomez Gulias, Manager



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gender equality to unlock
research potential

Responsible person/s/
department(s) for GEP
monitoring and
evaluation.

- Guzmán Palacios Arazuri, Head of R&D Support Service.
- Patricia Oramas Gallar, Head of Section of the Coordination Area of ACIISI.
- Javier Roo, Head of R&D&I Projects.
- Patricia Jiménez López, Senior Technician ACIISI.
- Carmen Sanchez Lopez. Head of Negotiation.



4.7.3. Analysis of the Process Indicators

Work life balance and organisational culture

GEP Objective	Maintain an organizational culture that allows the effective reconciliation of personal and work life for the entire ACIISI staff through support for sel-care and care responsibilities towards minors an other dependents
Description of the action	1.1. Continue support for care responsibilities (care for children and other dependents) and parental leave policies
Indicator(s)	Output Indicator: Number of people disaggregated by sex who have requested the permit and have been granted it. (Information pending from human resources) Outcome indicator: All the people who have requested it and meet the legal requirements are granted it. Yes accomplished at 100%
Thresholds	
Responsible person(s)/department(s)	Antonio Elias Gomez Gulias, Manager.
Source of financing	Canary <i>Islands Government</i>
Results and Comments	

GEP Objective	Maintain an organizational culture that allows the effective reconciliation of personal and work life for the entire ACIISI staff through support for sel-care and care responsibilities towards minors an other dependents
Description of the action	1.2. Maintain flexibility in working hours in accordance with the provisions of the Canarian Civil Service Act:
Indicator(s)	Output Indicator: Number of people disaggregated by sex who have requested the permit and have been granted it. (Information pending from human resources) Outcome indicator: All the people who have requested it and meet the legal requirements are granted it. Yes accomplished at 100%
Thresholds	
Responsible person(s)/department(s)	Antonio Elias Gomez Gulias, Manager.
Source of financing	Canary Islands Government
Results and Comments	

Output Indicator: Number of people disaggregated by sex who have requested the permit and have been granted it. (Information pending from human resources)

Outcome indicator: All the people who have requested it and meet the legal requirements are granted it. Yes accomplished at 100%

GEP Objective	Maintain an organizational culture that allows the effective reconciliation of personal and work life for the entire ACIISI staff through support for sel-care and care responsibilities towards minors an other dependents
Description of the action	1.3.Reintegration of workers after career interruptions.
Indicator(s)	Output Indicator: Number of people disaggregated by sex who have requested the permit and have been granted it. (Information pending from human resources) Outcome indicator: All the people who have requested it and meet the legal requirements are granted it. Yes accomplished at 100%
Thresholds	
Responsible person(s)/department(s)	Antonio Elias Gomez Gulias, Manager.
Source of financing	Canary Islands Government
Results and Comments	

Output Indicator: Number of people disaggregated by sex who have requested the permit and have been granted it. (Information pending from human resources).

Outcome indicator: All the people who have requested it and meet the legal requirements are granted it. Yes accomplished at 100%.

GEP Objective	Maintain an organizational culture that allows the effective reconciliation of personal and work life for the entire ACIISI staff through support for sel-care and care responsibilities towards minors an other dependents
Description of the action	1.4. Support and advice on Reconciliation of Work Life and Organizational Culture. Development of training activities promoted by the work center aimed at all staff based on information on existing rights, positive aspects and areas for improvement, as well as possible unconscious biases that may influence the institutional culture regarding this axis.
Indicator(s)	Output Indicator: Number of training days and number of attendees, perhaps they should be included for the entire CECE. Outcome indicator: At least 3 days are held with 75% of the staff attending.
Thresholds	

Responsible person(s)/department(s)	Antonio Elias Gomez Gulias, Manager.
Source of financing	Canary Islands Government
Results and Comments	

Gender balance in leadership and decision-making

GEP Objective	Establish the appropriate measures so that there is equality between women and men in leadership and decision-making (participation, representation, training and recognition) in conditions of equity, preventing, identifying and eliminating, if any, existing gender gaps.
Description of the action	2.1. Try to attend to the principle of a balanced presence of women and men in the appointments and designations of the positions of the management team of the management center. Incorporate training and experience in gender equality among the selection criteria.
Indicator(s)	<p>Output indicator 2.1.1. Number of men and women representing the ACIISI at the public contracting tables.</p> <p>Output indicator 2.1.2. Number of ACIISI representatives at public procurement tables with training and/or experience in gender equality.</p> <p>Outcome indicator 2.1.1. There is parity in the representation of the ACIISI in the public contracting tables. Yes.</p> <p>Outcome indicator 2.1.2. All the ACIISI representatives in the public contracting tables have training and/or experience in gender equality. Yes.</p>
Thresholds	
Responsible person(s)/department(s)	Antonio Elias Gomez Gulias, Manager.
Source of financing	Canary Islands Government
Results and Comments	

GEP Objective	Establish the appropriate measures so that there is equality between women and men in leadership and decision-making (participation, representation, training and recognition) in conditions of equity, preventing, identifying and eliminating, if any, existing gender gaps.
Description of the action	2.2. Joint contracting tables: representatives of the ACIISI will have a joint participation in the contracting tables and other selection and evaluation commissions of the lines developed by the programs.

Indicator(s)	<p>Output indicator 2.2.1. Equal number of men and women on the scorecard. More women than men: 8 women and 5 men.</p> <p>Output indicator 2.2.2. Number of people appointed with training and experience in gender.</p> <p>Outcome indicator 2.2.1. Parity is maintained on the scorecard. Yes.</p> <p>Outcome indicator 2.2.2. They increase the number of designated people with training and experience in gender. Yes.</p>
Thresholds	
Responsible person(s)/department(s)	Antonio Elias Gomez Gulias, Manager.
Source of financing	Canary Islands Government
Results and Comments	

GEP Objective	Establish the appropriate measures so that there is equality between women and men in leadership and decision-making (participation, representation, training and recognition) in conditions of equity, preventing, identifying and eliminating, if any, existing gender gaps.
Description of the action	2.3. Analysis of the possible conscious or unconscious barriers that exist in the selection, promotion or hiring to ensure the representation of women in leadership and decision-making positions: structural, institutional and individual through the development of training activities aimed at responsible personnel.
Indicator(s)	<p>Output indicator 2.3.1. Number of training days and number of attendees, perhaps they should be included for the entire CECE.</p> <p>Outcome indicator 2.3.1. At least 3 days are held with 75% of the staff attending.</p>
Thresholds	
Responsible person(s)/department(s)	Antonio Elias Gomez Gulias, Manager.
Source of financing	Canary Islands Government
Results and Comments	



GEP Objective	Establish the appropriate measures so that there is equality between women and men in leadership and decision-making (participation, representation, training and recognition) in conditions of equity, preventing, identifying and eliminating, if any, existing gender gaps.
Description of the action	2.4. Stimulate and give recognition to the presence of women in research and innovation teams and promote the development of content in research and technology created by women, incorporating evaluation phases that grant an additional score of 0.2 points to those projects led by women, as well as those others, in which the representation of each of the sexes in the work team is not less than 40% of the total number of members.
Indicator(s)	<p>Output indicator 2.4.1. Number of projects approved for the third sector to promote women researchers.</p> <p>Output indicator 2.4.2. Number of R&D&I projects granted to women and company projects led by women with respect to the total.</p> <p>Outcome indicator 2.4.1. The number of R&D&i projects granted to women is maintained or increased with respect to the total. They are maintained.</p> <p>Outcome indicator 2.4.2. The number of company projects led by women is maintained or increased with respect to the total. They are maintained.</p>
Thresholds	
Responsible person(s)/department(s)	Antonio Elias Gomez Gulias, Manager.
Source of financing	Canary Islands Government
Results and Comments	

GEP Objective	Establish the appropriate measures so that there is equality between women and men in leadership and decision-making (participation, representation, training and recognition) in conditions of equity, preventing, identifying and eliminating, if any, existing gender gaps.
Description of the action	2.5. Continue granting grants for the training of women researchers in research centers in the Canary Islands, such as the Women for Africa Foundation.
Indicator(s)	<p>Output indicator 2.5.1. Number of women beneficiaries of financing.</p> <p>Outcome indicator 2.5.1. The financing granted to the third sector for the promotion of women researchers and the number</p>

	of women beneficiaries of the financing is maintained. It has been maintained.
Thresholds	
Responsible person(s)/department(s)	Antonio Elias Gomez Gulias, Manager.
Source of financing	Canary Islands Government
Results and Comments	

Gender equality in recruitment and career progression

GEP Objective	Implement the necessary measures to prevent and act, if any, against discrimination based on sex in hiring and professional promotion, guaranteeing gender equality.
Description of the action	3.1. Include in the call application forms a specific field to collect whether the company or institution has an equality plan and a declaration of responsibility in the case of companies with more than 50 workers required by law.
Indicator(s)	Output indicator 3.1.1 Number of companies and institutions that have a voluntary/mandatory equality plan compared to the total number of those that have been presented. Output indicator 3.1.2 Number of companies that deliver the responsible statement compared to the total.
Thresholds	
Responsible person(s)/department(s)	Antonio Elias Gomez Gulias, Manager.
Source of financing	Canary Islands Government
Results and Comments	

GEP Objective	Implement the necessary measures to prevent and act, if any, against discrimination based on sex in hiring and professional promotion, guaranteeing gender equality.
Description of the action	3.2. Include in the external audits aimed at the institutions that receive funds that they have to comply with the current legislation on equality and accredit it: depending on whether more than 50 workers is a voluntary or mandatory equality plan and remuneration record disaggregated by sex.
Indicator(s)	Output indicator: 3.2.1 Number of audits that include information on the obligation to comply with equality legislation: remuneration record + equality plan Output indicator: 3.2.2 Number of companies that accredit it



	+ 50 workers -50 workers on a voluntary basis. Outcome indicator 3.2.1 There is a registry
Thresholds	
Responsible person(s)/department(s)	Antonio Elias Gomez Gulias, Manager.
Source of financing	Canary Islands Government
Results and Comments	

GEP Objective	Implement the necessary measures to prevent and act, if any, against discrimination based on sex in hiring and professional promotion, guaranteeing gender equality.
Description of the action	3.3. Continue collecting and analyzing disaggregated data on men and women hired by financed institutions and companies to identify possible gender gaps e.g. Recruitment of doctors.
Indicator(s)	Output indicator 3.3.1 Number of men and women hired by the companies or institutions financed. Outcome Indicator 3.3.1 There is a registry
Thresholds	
Responsible person(s)/department(s)	Antonio Elias Gomez Gulias, Manager.
Source of financing	Canary Islands Government
Results and Comments	

GEP Objective	Implement the necessary measures to prevent and act, if any, against discrimination based on sex in hiring and professional promotion, guaranteeing gender equality.
Description of the action	3.4. Continue to include in the regulatory bases of subsidies and all calls for funding with public funds for R&D&i, criteria that favor the hiring of women through positive discrimination measures: eg. CIDE DIGITAL (number of newly hired people, particularly women (up to 15 points)).
Indicator(s)	Output indicator 3.4.1 Number of women and men beneficiaries of the financing Outcome indicator 3.4.1 There is a registry to be able to assess and address possible gender gaps and prepare more inclusive budgets.
Thresholds	

Responsible person(s)/department(s)	Antonio Elias Gomez Gulias, Manager.
Source of financing	Canary Islands Government
Results and Comments	

Integration of gender dimension into research and teaching content

GEP Objective	Include the gender perspective in research actions, educational and communicative content, identifying and eliminating all sexist biases and stereotypes, if any.
Description of the action	4.1. Guarantee the dimension of gender equality in the contents of all R&D projects that are supported. Include in the funding application forms a section where the gender perspective of the content of the research and the differentiated expected impact are collected. The promotion and dissemination of research includes the gender dimension and define the monitoring and evaluation mechanisms.
Indicator(s)	Output indicator 4.1.1 Number of R&D&I projects granted to women and company projects led by women with respect to the total. Outcome indicator 4.1.1 The number of R&D&i projects granted to women and company projects led by women is maintained or increased with respect to the total.
Thresholds	
Responsible person(s)/department(s)	Antonio Elias Gomez Gulias, Manager.
Source of financing	Canary Islands Government
Results and Comments	

GEP Objective	Include the gender perspective in research actions, educational and communicative content, identifying and eliminating all sexist biases and stereotypes, if any.
Description of the action	4.2. Guarantee gender equality in the award of public contracts.
Indicator(s)	Output indicator 4.2.1 Number of R&D&i projects granted whose content contemplates the gender dimension.

	Output indicator 4.2.2 The number of R&D&I projects whose content includes the gender dimension is maintained or increased.
Thresholds	
Responsible person(s)/department(s)	Antonio Elias Gomez Gulias, Manager.
Source of financing	Canary Islands Government
Results and Comments	

GEP Objective	Include the gender perspective in research actions, educational and communicative content, identifying and eliminating all sexist biases and stereotypes, if any.
Description of the action	4.3 Verify through the reports that the projects supported with funding have been implemented from a gender perspective, identifying possible gender gaps and establishing the appropriate mechanisms to eliminate them, if any.
Indicator(s)	Output indicator 4.3.1 Number of awarded companies that have a voluntary/mandatory equality plan compared to the total number of those that have been presented. Output indicator 4.3.2 Number of awarded companies that deliver the responsible statement compared to the total.
Thresholds	
Responsible person(s)/department(s)	Antonio Elias Gomez Gulias, Manager.
Source of financing	Canary Islands Government
Results and Comments	

Measures against gender-based violence including sexual harassment

GEP Objective	Ensure the necessary measures to prevent, identify and act against sexist violence, if any, including sexual and gender-based harassment in the institutional sphere of the ACIISI.
Description of the action	5.1. Keep ACIISI staff informed about the protocol for action in situations of harassment in the workplace of the Public Administration of the Autonomous Community of the Canary Islands in force through a mailing on where they can access the document and training aimed at all the staff.
Indicator(s)	Output indicator 5.1.1 Number of funded projects implemented from a gender perspective.

	Outcome indicator 5.1.1 The number of projects implemented from a gender perspective is maintained or increased
Thresholds	
Responsible person(s)/department(s)	Antonio Elias Gomez Gulias, Manager.
Source of financing	Canary Islands Government
Results and Comments	

GEP Objective	Ensure the necessary measures to prevent, identify and act against sexist violence, if any, including sexual and gender-based harassment in the institutional sphere of the ACIISI.
Description of the action	5.2 Continue including in the bases of subsidies and in the specifications the necessary compliance with European regulations related to support for the hiring of women victims of sexist violence.
Indicator(s)	Output indicator 5.2.1 Number of training sessions given to ACIISI staff during the period of validity of this Equality Plan Outcome indicator 5.2.1 Achieve the widest possible dissemination of these measures
Thresholds	
Responsible person(s)/department(s)	Antonio Elias Gomez Gulias, Manager.
Source of financing	Canary Islands Government
Results and Comments	

GEP Objective	Ensure the necessary measures to prevent, identify and act against sexist violence, if any, including sexual and gender-based harassment in the institutional sphere of the ACIISI.
Description of the action	5.3 Continue to include in external audits aimed at institutions that receive funds the obligation to comply with current legislation on equality and specifically to approve and apply a protocol for prevention and action against sexual and gender-based harassment.
Indicator(s)	Output indicator 5.3.1 Number of financial actions that contain references to compliance with regulations related to support for victims of gender violence Outcome indicator 5.3.1 The number of financial actions that comply with it is maintained or increased.
Thresholds	
Responsible person(s)/department(s)	Antonio Elias Gomez Gulias, Manager.
Source of financing	Canary Islands Government
Results and Comments	

Budgets with a gender approach

GEP Objective	Carry out the programming, collection and monitoring of data disaggregated by sex, including specific indicators for measuring budget allocation and gender impact (how much benefits men or women and the reduction of existing gaps) of strategies, plans, programs, calls and projects that are financed by public funds.
Description of the action	6.1 Maintain in applications for grants and aid a field of the applicant disaggregated by sex and prepare reports on the budgets granted to men and women. For example, predoctoral and postdoctoral contracts as pilot initiatives.
Indicator(s)	Output indicator : 6.1.1 Number of entities/individuals benefiting from the funding actions that apply a protocol against sexual and gender-based harassment. Outcome indicator: 6.1.1 The number of beneficiary entities/persons that have this protocol is increased.
Thresholds	
Responsible person(s)/department(s)	Antonio Elias Gomez Gulias, Manager.
Source of financing	Canary Islands Government
Results and Comments	

GEP Objective	Carry out the programming, collection and monitoring of data disaggregated by sex, including specific indicators for measuring budget allocation and gender impact (how much benefits men or women and the reduction of existing gaps) of strategies, plans, programs, calls and projects that are financed by public funds.
Description of the action	6.2 Review specific data disaggregated by sex from the last calls granted to see if there are gender gaps (2020-2025)
Indicator(s)	Output indicator 6.2.1 Annual budget granted to men and women. Outcome indicator 6.2.1 Keep track of budget items disaggregated by sex.
Thresholds	
Responsible person(s)/department(s)	Antonio Elias Gomez Gulias, Manager.
Source of financing	
Results and Comments	

GEP Objective	Carry out the programming, collection and monitoring of data disaggregated by sex, including specific indicators for measuring budget allocation and gender impact (how much benefits men or
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	women and the reduction of existing gaps) of strategies, plans, programs, calls and projects that are financed by public funds.
Description of the action	6.3 Create a dashboard with indicators disaggregated by sex with all the data collected in the application for all subsidies, carry out analyzes and proposals for possible corrective measures, if applicable.
Indicator(s)	Output indicator 6.3.1 Number of men and women beneficiaries of each action during the period 2020 – 2025 Outcome indicator 6.3.1 Identify gender gaps.
Thresholds	
Responsible person(s)/department(s)	Antonio Elias Gomez Gulias, Manager.
Source of financing	Canary Islands Government
Results and Comments	

GEP Objective	Carry out the programming, collection and monitoring of data disaggregated by sex, including specific indicators for measuring budget allocation and gender impact (how much benefits men or women and the reduction of existing gaps) of strategies, plans, programs, calls and projects that are financed by public funds.
Description of the action	6.4 Continue participating in the gender equality working groups on behalf of the ACIISI R&D&I funds and policies.
Indicator(s)	Output indicator 6.4.1 Implementation of the scorecard Outcome indicator 6.4.1 Have a control panel that allows the visualization and analysis of the information from the historical data.
Thresholds	
Responsible person(s)/department(s)	Antonio Elias Gomez Gulias, Manager.
Source of financing	Canary Islands Government
Results and Comments	

GEP Objective	Carry out the programming, collection and monitoring of data disaggregated by sex, including specific indicators for measuring budget allocation and gender impact (how much benefits men or women and the reduction of existing gaps) of strategies, plans, programs, calls and projects that are financed by public funds.
Description of the action	6.5 Include specific objectives in programs related to the promotion of gender equality: Example: promote the inclusion of the gender perspective as a transversal category in science, technology and innovation, as well as a balanced presence of women and men in all the areas of the science technology and innovation system.

Indicator(s)	Output indicator 6.5.1 Number of working groups in which ACIISI participates Outcome indicator 6.5.1 Increase the number of ACIISI personnel that participate in these working groups.
Thresholds	
Responsible person(s)/department(s)	Antonio Elias Gomez Gulias, Manager.
Source of financing	Canary Islands Government
Results and Comments	

Inclusive and non-sexist Institutional Communication.

GEP Objective	Guarantee that all external and internal communication is carried out with inclusive language and free of content and/or images that include sexist stereotypes.
Description of the action	7.1 Gender-sensitive guidelines for communication are disseminated and implemented: manual of the Government of the Canary Islands and existing advice service through contact telephone.
Indicator(s)	Output indicator 7.1.1 Number of programs promoting gender equality. Outcome indicator 7.1.1 Maintain/increase the number of programs of this type.
Thresholds	
Responsible person(s)/department(s)	Antonio Elias Gomez Gulias, Manager.
Source of financing	Canary Islands Government
Results and Comments	

GEP Objective	Guarantee that all external and internal communication is carried out with inclusive language and free of content and/or images that include sexist stereotypes.
Description of the action	7.2 Carrying out a language review from a gender perspective: web, social networks, internal and external communications to identify areas for improvement in order to use inclusive visual and textual communication.
Indicator(s)	Output indicator: 7.2.1 Number of training pills disseminated aimed at gender awareness. Outcome indicator: 7.2.1 Increase gender awareness.
Thresholds	

Responsible person(s)/department(s)	Antonio Elias Gomez Gulias, Manager.
Source of financing	Canary Islands Government
Results and Comments	

GEP Objective	Guarantee that all external and internal communication is carried out with inclusive language and free of content and/or images that include sexist stereotypes.
Description of the action	7.3 Continue naming performances in honor of women scientists
Indicator(s)	Output indicator: 7.3.1 Percentage of reviewed publications that do not contain inclusive language. Outcome indicator : 7.3.1 Identify non-inclusive language in posts
Thresholds	
Responsible person(s)/department(s)	Antonio Elias Gomez Gulias, Manager.
Source of financing	Canary Islands Government
Results and Comments	

GEP Objective	Guarantee that all external and internal communication is carried out with inclusive language and free of content and/or images that include sexist stereotypes.
Description of the action	7.4 Continue activities on women and girls in science through mini-fairs.
Indicator(s)	Output indicator 7.4.1 Number of performances in tribute to scientific women Outcome indicator 7.4.1 Increase/maintain the number of performances honoring women scientists
Thresholds	
Responsible person(s)/department(s)	Antonio Elias Gomez Gulias, Manager.
Source of financing	Canary Islands Government
Results and Comments	

GEP Objective	Guarantee that all external and internal communication is carried out with inclusive language and free of content and/or images that include sexist stereotypes.
Description of the action	7.5 Continue including the gender dimension in relation to inclusive and non-sexist communication and advertising in the bases and criteria for assessment.
Indicator(s)	Output indicator 7.5.1 Number of mini-fairs held on women and girls in science



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	<p>Outcome indicator 7.5.1 Increase/maintain the number of this type of mini-fairs.</p> <p>Output indicator 7.5.2 Number of actions in which compliance with inclusive and non-sexist communication and advertising is verified.</p> <p>Outcome indicator 7.5.2 Increase/maintain compliance with this measure.</p>
Thresholds	
Responsible person(s)/department(s)	Antonio Elias Gomez Gulias, Manager.
Source of financing	Canary Islands Government
Results and Comments	

4.7.4. Conclusions and Recommendations

Throughout the process of developing and implementing the GEP, as well as the trainings and workshops organised, we have encountered some challenges such as:

- Regular workload, limited the implication on GEP's measures and EU programs participation.
- No specific resources dedicated to the GEP implementation and monitoring, GE Committee (voluntary based)
- Not all staff are trained and/or sensitive about gender equality
- Limited staff participation in EU programs (language and time barriers).
- Lack and difficulty to disaggregate gender data in funded calls.
- Institutional resistance due to fear of increased bureaucracy and workload (non-gender-specific resistance) makes it difficult to engage the entire organization's workforce in GE.
- Institutional laws and procedures are not aligned and sometimes the key mechanisms are not in place to be able to comply with the laws.
- Difficulty in engaging participants for events and workshops.

Further strategies will be analysed and developed, together with the support of project partners, in order to overcome these difficulties. For the participation of our events, we will study the creation of synergies with ULPGC project partner and other local actions in order to increase our outreach and promote the dissemination of our GEP.

The ACIISI is committed to monitoring and periodically reporting on the implementation of the GEP through the following actions:

- We will carry out a six-monthly follow-up of the implementation of the measures defined in this plan.
- Periodic checks of the value of the indicators to assess the scope of the pre-set objectives. In case of deviation, how to establish adequate mechanisms to compensate it.
- Preparation of annual monitoring and evaluation report.
- Need to simplified indicators and monitoring tools based on AI

At this stage, the implementation of the GEP cannot be fully evaluated. The GEP has formally been in place for a rather short period of time. We have been able to monitor GEP activities, but data collection needs to be organized at the organizational level and we are expecting to receive further data from the human resources department.

4.8 Fundo Regional da Ciência e Tecnologia - FRCT

4.8.1 Executive Summary

The "Gender Equality Plan Implementation Internal Monitoring Report No. 1" of the Regional Fund of Science and Technology (FRCT) is intended to monitor, evaluate, and summarize the Gender Equality Plan (GEP) implementation from the date of its approval, September 19, 2022, to December 31, 2022. Throughout this period, the planned objectives, actions, progress, and challenges were monitored and evaluated.

The *ATHENA Monitoring and Evaluation (M&E)* system aims to develop an evidence base on what is effective in bringing about institutional change in the realm of gender equality (GE) in Research. In addition, it seeks to evaluate the success of an intervention, assist in identifying the most effective and efficient approaches, and manage any risks that may affect the planned actions and target groups.

The methodology for monitoring and evaluating the progress made on GE is defined as formative (accompanying), allowing partners to modify their GEPs as necessary. In this context, FRCT, along with other ATHENA-partnering research performing and research funding organizations, participates in the monitoring of the GEPs' implementation and gender bias-related practices.

The report serves as a tool to help the GEP implementation coordination and the FRCT's Gender Equality Plan Implementation (GEPI) Committee understand the progress made as a result of the implementation of the new GEP. On the other hand, it will help identify remaining challenges and barriers, as well as tailor-made solutions to effectively address them, which may lead to the GEP being revised as necessary.

The monitoring report essentially allows FRCT to comprehend the work that has been done until the designated period and determine what actions are being effective and not, and if more specific objectives and expanded measures need to be established. The intent is to discuss these items within the GEPI Committee and use it to develop an institution-wide communication strategy. Following the monitoring of the current results, the M&E of the remaining GEP implementation progress, as well as regular institutional reporting, will continue as usual.

The collection of data for the present monitoring report focuses on the five priority areas recommended by the European Commission, the sixth area proposed by the GEPI Committee of the FRCT, Institutional Communication, and the established objectives and actions for the FRCT's GEP. The monitoring considers the predetermined indicators, thresholds, and timeframe.

The report provides a summary of the:

- FRCT and its mission when developing and implementing its GEP;
- primary objectives of the FRCT's GEP and the E&M system;
- analysis of the established indicators and the concrete measures implemented, and results achieved during the reporting period;

pertinent findings, lessons learned, resistances, and preliminary recommendations.

4.8.2. Introduction

Name of the organisation	Regional Fund of Science and Technology (FRCT)
Type	Public
Dimension	21 employees High and middle management: 3 (2 females and 1 male) Administrative staff: 18 (15 females and 3 males)
Main aims of the GEP	
<p>With a solid commitment to the entire development and promotion and defence of the dignity of all members of the organisation, the FRCT's GEP aims to promote, strengthen, and ensure GE by incorporating the gender component into the institutional strategy. On the other hand, the GEP is a mandatory requirement for applicants from public bodies and public or private higher education or research institutions seeking Horizon Europe funding. In this sense, the GEP represents a support instrument for the participation of other regional entities, namely the Scientific and Technological System of the Azores, in funding programs external to the Autonomous Region of the Azores, such as Horizon Europe.</p> <p>The FRCT's GEP approved by the Board of Directors was published on the FRCT portal and website on September 19, 2022.</p> <p>The following activities were planned to be implemented in 2022:</p> <ul style="list-style-type: none"> ▪ <i>Action 1.1.1. Goal-oriented work and fixed working hours exemption;</i> ▪ <i>Action 1.1.2. Hybrid work model (combination of office-based working with remote days);</i> ▪ <i>Action 5.1.3. Gender-based violence awareness event;</i> ▪ <i>Action 6.1.1. Adopt gender-sensitive language and gender-neutral visual communication in internal and external communication.</i> 	
GEP implementation and E&M structure	
Responsible person(s)/department(s) for GEP implementation coordination	<ul style="list-style-type: none"> ▪ Gisela Nascimento, Bruno Teixeira and Luz Paramio - FRCT Directive Board members ▪ Carolina Bettencourt – ATHENA Project Manager
Responsible person/s/department(s) for GEP monitoring and evaluation.	<ul style="list-style-type: none"> ▪ Gisela Nascimento, Bruno Teixeira and Luz Paramio - FRCT Directive Board members ▪ Carolina Bettencourt – ATHENA Project Manager ▪ Beatriz Cândido – Communication Manager ▪ Carolina Tavares - Selected GEPI Committee member
<p>At FRCT, the coordination of the GEP implementation is the responsibility of the members of the Directive Board as well as the ATHENA Project Manager.</p>	

The M&E system was established and is under the supervision of the members of the FRCT Directive Board, the ATHENA Project Manager, the Communication Manager, and the member of the GEPI Committee who has been designated in this capacity.

To facilitate the implementation of measures and actions, the FRCT's GEPI Committee tracks and monitors the GEP and produces the annual report on the data collected. The annual report should contribute to a review of the GEP's goals and objectives by its leaders and stakeholders. The review allows FRCT to understand the progress, determine where activities are having an impact, and identify remaining obstacles.

The FRCT GEPI Committee shares the information essential for periodic monitoring. The GEPI Committee acts to ensure and maintain the FRCT commitment, organisation involvement, and the establishment of data collection procedures that enable a status quo analysis.

The emphasis on structural anchoring is reflected in internal GE structures, such as the GE-dedicated permanent bodies. The GEPI Committee of the FRCT, which has been trained and equipped with GE knowledge and resources, the team of gender experts from the University of the Azores who assist the FRCT, and the collaboration with the Regional Directorate for the Promotion of Equality and Social Inclusion are structures that can be found at the regional, local and institutional levels and facilitate the implementation of measures and activities.

4.8.3. Analysis of the Process Indicators

Work-life balance and organisational culture

GEP Objective	Objective 1.1. Ensure that the organisation of working time takes into account the need to conciliate professional, family and personal life, particularly for those with family responsibilities, including support for men in caring for their children
Description of the actions	Action 1.1.1. Goal-oriented work and fixed working hours exemption Action 1.1.2. Hybrid work model (combination of office-based working with remote days)
Indicator(s)	Action 1.1.1.: 1. Employees by gender using the goal-oriented work paradigm and flexible working hours per year 2. Women's and men's levels of satisfaction based on annual surveys Action 1.1.2.: 1. Employees by gender using the hybrid work model per year 2. Women's and men's levels of satisfaction based on annual surveys
Thresholds	Action 1.1.1.: Indicator 1: Unsatisfactory: <70% by each gender Satisfactory: =70% by each gender Very satisfactory: >70% by each gender Indicator 2: Unsatisfactory: <60% by each gender Satisfactory: =60% by each gender Very satisfactory: >60% by each gender Action 1.1.2.: Indicator 1: Unsatisfactory: <40% by gender Satisfactory: =40% by each gender Very satisfactory: >40% by each gender Indicator2: Unsatisfactory: <60% by each gender Satisfactory: =60% by each gender Very satisfactory: >60% by each gender
Responsible person(s)/department(s)	FRCT Directive Board members
Source of financing	NA

Results and Comments

Action 1.1.1. Goal-oriented work and fixed working hours exemption:

Progress: Ongoing

Action 1.1.1. began in September 2022, and substantial progress has been made, with 67% of females and 70% of males using the goal-oriented work paradigm and flexible working hours in 2022.

The indicator for women's and men's satisfaction levels based on annual surveys lacks data. The annual surveys are anticipated to be developed only by February 2023, so that employees will have more time to form a more precise opinion regarding the newly implemented action.

The target group, FRCT employees, were effectively reached and adequately addressed, and as expected, employees have the opportunity to organize their work activities with their coordinator through regular meetings, allowing the implementation of a goal-oriented work paradigm and flexible working hours.

The FRCT Directive Board members are responsible for the implementation of this specific action and no funding was allocated.

The goal-oriented work and fixed hours exemption action has been well-received by the organisation, and its implementation has encountered no obstacles.

Action 1.1.2. Hybrid work model (combination of office-based working with remote days):

Progress: Ongoing

Action 1.1.2. started in September 2022, and the expected progress on this indicator has been achieved, with 40% of females and males using the hybrid work model in 2022.

There are still no data on the indicator for women's and men's satisfaction levels based on annual surveys. The annual surveys are anticipated to be developed by February 2023. As a result of having more time to process the change, employees will be able to form more informed opinions about it.

FRCT employees were effectively reached and addressed, and as expected, they can organize their work activities with their coordinator through regular meetings, allowing hybrid work.

The FRCT Directive Board members are responsible for the implementation of this specific action and no funding was allocated.

The implementation of the hybrid work model at FRCT unquestionably improves the work-life balance of the employees. In this sense, the organisation ensures that each team member has the appropriate tools and setup for each situation and individual needs and that work expectations are clearly communicated. Its implementation has encountered no obstacles.

Gender balance in leadership and decision-making

No actions have been implemented in this area at the moment. They are timed throughout the year 2023 and following.

Gender equality in recruitment and career progression

No actions have been implemented in this area at the moment. They are timed throughout the year 2023 and following.

Integration of gender dimension into research and teaching content

No actions have been implemented in this area at the moment. They are timed throughout the year 2023 and following.

Measures against gender-based violence including sexual harassment

GEP Objective	Objective 5.1. To prevent and combat harassment at work and other forms of harm to the physical or moral integrity, freedom and dignity of male and female employees.
Description of the action	Action 5.1.3. Gender-based violence awareness event
Indicator(s)	1. Number of internal gender-based violence awareness events between 2022-2025 2. Employees by gender that participated in each event per year
Thresholds	Indicator 1: Unsatisfactory: <3 Satisfactory: =3 Very satisfactory: >3 Indicator 2: Unsatisfactory: <80% by gender Satisfactory: =80% by gender Very satisfactory: >80% by gender
Responsible person(s)/department(s)	FRCT Directive Board members and the team of gender experts from the University of the Azores
Source of financing	ATHENA project
Results and Comments	

Action 5.1.3. Gender-based violence awareness event:

Progress: Ongoing

Action 5.1.3. began in September 2022, and the expected progress has been achieved to this date.

In terms of the indicator "Number of internal gender-based violence awareness events between 2022-2025," one event was held, which was the expected output until the end of 2022.

Only 43% of females and 10% of males participated in the event in October 2022, which did not meet the expected participation rates by gender. This can be attributed to the team's workload during that time frame. On the other hand, the employees expressed a desire to participate in future events of a similar nature.

FRCT employees were effectively reached and addressed and the action contributed to generating awareness on the topic of sexual harassment at work.

The FRCT Directive Board members and the gender experts team from the University of the Azores are responsible for the implementation of this specific action. The action is financed through the ATHENA project.

GEP Objective	Objective 6.1. To use inclusive language that is gender-neutral or refers to both genders, and to acquire tools to utilize inclusive language and gender-neutral visual communication.
Description of the action	Action 6.1.1. Adopt gender sensitive Language and gender-neutral visual communication in internal and external communication
Indicator(s)	<ol style="list-style-type: none"> Guidelines and implemented documents in 2023 Number of training events between 2022-2023 Percentage of employees trained by gender between 2022-2023
Thresholds	<p>Indicator 1: Unsatisfactory: <1 Satisfactory: =1 Very satisfactory: >1</p> <p>Indicator 2: Unsatisfactory: <3 Satisfactory: =3 Very satisfactory: >3</p> <p>Indicator 3: Unsatisfactory: <80% by gender Satisfactory: =80% by gender Very satisfactory: >80% by gender</p>
Responsible person(s)/department(s)	FRCT Directive Board members and the team of gender experts from the University of the Azores
Source of financing	NA
Results and Comments	

Action 6.1.1. Adopt gender sensitive Language and gender-neutral visual communication in internal and external communication:

Progress: Ongoing

Action 6.1.1. started in September 2022 and the expected progress has been achieved to this date.

To this date, the desired progress on the indicator "Number of training events between 2022-2023" has been met, as one was held in October 2022.

Due to the fact that the action is not scheduled to be completed until the end of 2023, the expected progress on the indicator "percentage of employees trained by gender between 2022 and 2023" has not yet been achieved, with 33% of women and 10% of men having been trained.

FRCT team was effectively reached and addressed and all members are starting to use inclusive language and gender-neutral visual communication in internal and external communication.

The FRCT Directive Board members and the gender experts team from the University of the Azores are responsible for the implementation of this specific action. The action is financed through the ATHENA project.

4.8.4. Conclusions and Recommendations

In this concluding chapter, all pertinent findings, lessons learned, obstacles and resistances to implementing the planned GEP actions within the organisation, and preliminary recommendations for the next period of GEP implementation are summarized.

Based on the M&E work and operational activities of the FRCT, all of the findings point in the same direction:

Institutionalizing women's empowerment and gender equality is becoming a priority in the Azores region, but there are still insufficient resources to implement policies and strategies.

Several key lessons have emerged during the first period of the GEP implementation:

It is fundamental to obtain feedback and involve the regional institutions when it comes to gender equality and the empowerment of women and girls. Realizing women's and girls' human rights, as well as fulfilling all GE commitments, will be critical to ensuring the long-term viability of ATHENA project outcomes.

Having the necessary resources available (time, expertise and financial matters) is crucial, as a lack of resources can hinder or impede progress.

Partnership with GE advocates plays a key role in achieving results.

It takes time to change preconceived notions about women that contribute to gender inequality.

Youth and civil society organisations' contributions to GE discussions within their communities have a positive effect on the private and professional lives of those involved.

Despite the fact that the GEP was well received throughout the entire institution of FRCT, the following difficulties and resistances were encountered:

Lack of awareness or understanding of GE and GEPs in the region's institutions;

Institutional resistance due to fear of increased bureaucracy and workload (non-gender-specific resistance) makes it difficult to engage the entire organisation's workforce in GE;

Too few resources dedicated to the GEPI Committee (time and human availability);

Lack of interest of some individuals towards positive discrimination actions promoting women.

Regarding the recommendations for the implementation of the GEP, it was determined that the following points require additional clarification and strengthening for the next phase:

Combat the lack of awareness or understanding of GE and GEPs in the region's institutions;

Clarify the roles and responsibilities of the various employees to overcome institutional resistance due to fear of increased bureaucracy and workload;

Ensure that the GEPI Committee has sufficient resources (time and personnel availability);

Understand the lack of interest of some employees in promoting women through positive discrimination actions and educate them on its significance.

To achieve tangible and long-term results, it is critical to take a methodical approach and work with a small group of people who will have an impact;

To increase the diversity of training experiences, it is suggested that future events invite trainers not only from the academy but also from social organisations that deal with GE issues daily.

The importance of engaging the non-committed is also essential for transformative change. There is a need for greater focus and coordination to address these groups as well.

All regional organisations must rise to the challenge of addressing gender inequality. The FRCT's stance on GE has catalyzed change, but collaborations must become more results-oriented to continue this progress. The work being done and the outcomes it produces must be visible.

In this framework, the FRCT's M&E system is well-established and grounded in current practice. It enables a clear assessment of the processes and progress of the GEP. While challenges may arise during the process, they can usually be easily addressed. The system is a genuine accountability tool, as it enables one to determine the efficiency, value, and transparency of the GEP.

5. Conclusions

Monitoring and evaluation instruments are firstly to be seen as tools supporting effective actions and creating accountability. Secondly, by providing indicators against which actions can be assessed and resources allocated, they also enhance knowledge of ongoing changes¹⁶.

On one side, the monitoring reports aim to help Athena RPOs/RFOs implementing GEPs to understand the progress made in reducing bias through the implementation of the GEPs. On the other side, they should identify the remaining challenges and barriers and provide tailored solutions to address them properly and change the GEP accordingly.

In 2022 in all Athena partnering organisations implementing their GEPs the monitoring and evaluation system was appointed. In major part of organizations Athena teams are responsible for this area.

Moreover, each of the Athena RPOs/RFOs set the monitoring and gender disaggregated data collection system for measuring how a gender-sensitive culture is developing in the organisation.

For the monitoring and evaluation purpose the GEPVision platform as a tool for data collection has been developed and for each organization the specific account has been created.

Partners are encouraged to upload systematically the data on completed actions on the GEPVISION platform for on - going assessment.

GEP is a dynamic and long-term document. The plan can only case lasting institutional changes if regular meetings and discussions about the state of gender equality in the institution are in place, and its content is updated.

It is highly recommended **to use the monitoring reports for evidence-based management** in each Athena RPOs and RFOs that should result in sustainability and quality assurance of Athena Equality Plans.

For this purpose **internal monitoring results should be disseminated among GEPI Committee, management bodies, authorities of each Athena partnering organization, and defined stakeholders groups.**

Responsible unit/persons should conduct regular reviews of key project outputs and reports with the GEPI Committees and RFOs or RPOs management bodies, that should discuss the reports, review the progress made against the aims and objectives of the GEPs and agree on necessary corrections or improvements where required.

¹⁶ EIGE, Gender Equality in Academia and Research – GEAR Tool. Available at: <https://eige.europa.eu/publications/gender-equality-academia-and-research-gear-tool-step-step-guide>

The review should enable the organisations to understand progress, identify where activities are having an impact, and where obstacles persist throughout the life of the GEP¹⁷.



¹⁷ EC. Horizon Europe Guidance on Gender Equality Plans. Available at: <https://eige.europa.eu/gender-mainstreaming/toolkits/gear>

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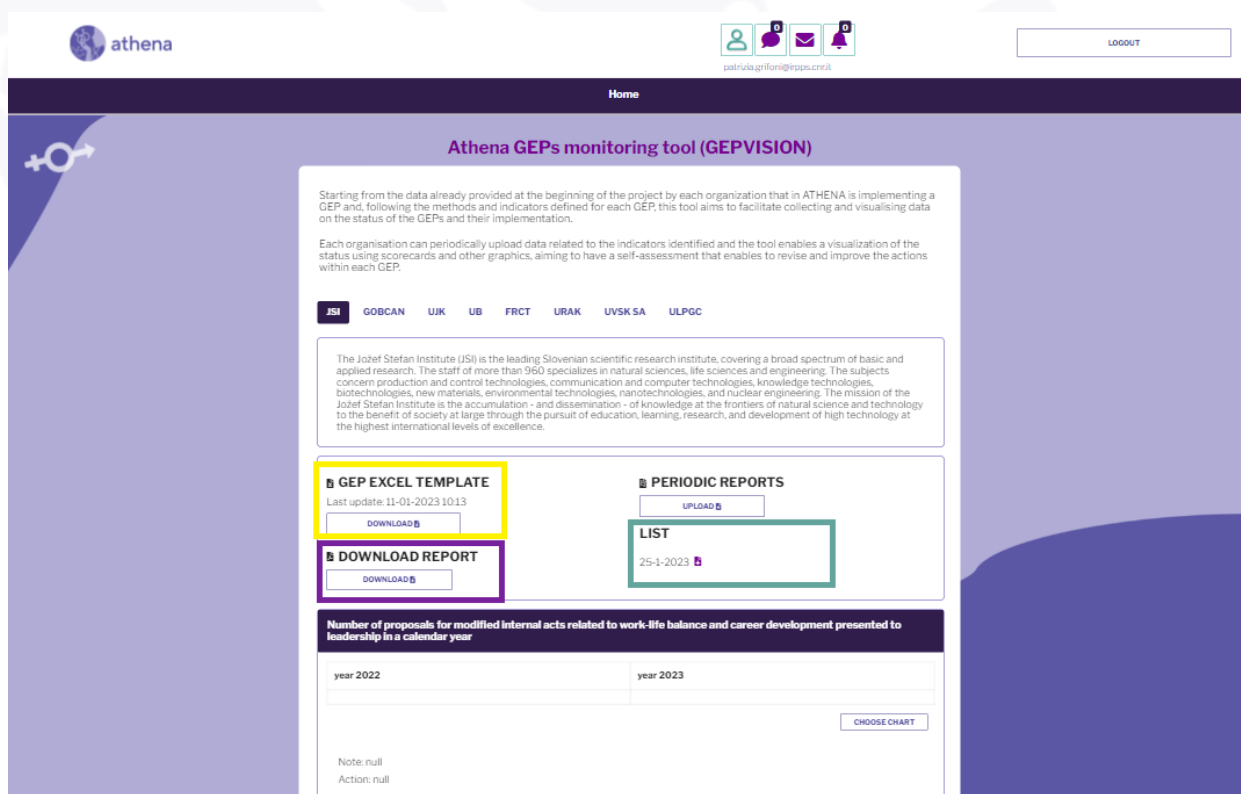
7. Appendix I – GEPVision Data collected

All data collection from GEPs implementation is available at the GEPVision platform - an on-line tool which facilitate data collection from the GEPs and its monitoring and visualization of indicators, providing the evidence of changes in each Athena RPOs/RFOs implementing GEPs.

TO ACCESS TO GEP PERIODIC REPORTS CONTAINING RAW DATA

Once the evaluators get registered, GEPVISION administrators will enable them to visualize reports containing raw data for each organization. For this purpose it is necessary to do the following steps:

- 1) The evaluator registers to the GEPVISION tool (<https://www.athena-gepvision.eu/registration>)
- 2) The evaluator waits for the role assignment done by GEPVISION administrators
- 3) The evaluator logs in (<https://www.athena-gepvision.eu/>)
- 4) In the following image, the homepage of the evaluators. It is possible to download the periodic report containing raw data for each organization (highlighted in green). It is also possible to download the report at the current state of the GEP (highlighted in purple). Evaluators can also download the GEP excel template file that lists all the indicators used in the GEP, actions, etc. (highlighted in yellow).





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gender equality to unlock
research potential

