Centro de Física de Materiales, CFM's

1st Gender Equality Plan

June 2020

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CFM's 1st Gender Equality Plan has been structured in five main key areas that represent the main challenges identified during the audit process:

Key area 1: Organizational culture

Key area 2: A diverse workforce

Key area 3: Work-life balance

Key area 4: Sexual harassment at the working environment

Key area 5: Gender equality and research

In the following pages we will present the specific contents of the GEP more deeply. We will specially focus on the actions CFM will develop in order to cope with those main challenges as well as all the details linked to the Gender Equality Plan: timeline, responsible people, resources, as well as the structures and resources that will be in place for the implementation. And finally, the excel tool proposed for the monitoring and evaluation of the GEP will also be described.

1. The strategic objectives of the GEP

As we already mentioned the GEP is structured around five main key areas which have been based on the main challenges that arose from the audit report developed at CFM from autumn 2018 to March 2019 (see it here). Each key area has its own strategic objectives, and each objective has a number of actions proposed as a path to achieve it. CFM's 1st Gender equality Plan has a total of 5 Key areas, 8 objectives and 44 actions, distributed the following way:

Key area 1: Organizational culture	1.1. Create an inclusive organizational culture, with a gender- aware leadership, and transparency at its core.	11 actions
	1.2. Promote diversity and inclusivity with the institutional use of language (written and visual).	3 actions
		14 actions
Key area 2: A diverse workforce	2.1. Improve the gender balance at all work-positions and levels.	9 actions
	2. 2. Promote initiatives to support the career progression of the underrepresented gender to high and top positions.	2 actions

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		11 actions
Key area 3- Work-life balance	3.1. Create a working environment where the integration of work, family and private life are possible.	6 actions
		6 actions
Key area 4: Sexual harassmen at the working environment	4.1. Prevent and combat sexual and gender-based sexist harassment at CFM.	8 actions
		8 actions
Key area 5- Gender equality and research	5.1. Promote gender-aware research excellency within and outside CFM.	2 actions
	5.2. Promote gender diversity and inclusivity at congresses and conferences.	3 actions
		5 actions

The GEP will have a duration of 4 years, and the implementation will directly start on June 2020. During its first AY of implementation, CFM's work will be specially linked to the creation of the right conditions for the following years of implementation.

2020-21	2021-22	2022-23	2023-24
16 actions	31 actions	28 actions	27 actions

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2. The Action Plan

At this section we have included the whole action plan (GEP) divided by key areas, with the specific actions, timeline and responsible(s) linked to each of the objectives. We identified a number of actions as "Key actions" to achieve each objective, and we have mark those in bold to recognize them easier.

KEY AREA 1: ORGANIZATIONAL CULTURE						
OBJECTIVES	MEASURES/ACTIONS	TIMELINE				RESPONSIBLE(S)
		2020-21	2021-22	2022-23	2023-24	
1.1. Creating an inclusive organizational culture, with a gender- and diversity-aware leadership, and transparency at its core.	1.1.1. Appointing the person who will be responsible for CFM's GEP and informing about it to all the community.					Direction (supported by the Gender Equality coordinator)
	1.1.2. Organizing an open training session or seminar to present the GEP and the future steps on gender equality policy; this session could be an option to invite others to participate at the Gender Equality Committee, and it could also be used as a general introduction to gender equality.					Gender Equality coordinator
	1.1.3. Arranging regular GEP follow-up meetings with the Gender Equality Committee. Make sure that direction, management, leaders and administrative staff participate on					Gender Equality Coordinator

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KEY AREA 1: ORGANIZATIONAL CULTURE						
OBJECTIVES	MEASURES/ACTIONS	TIMELINE				RESPONSIBLE(S)
		2020-21	2021-22	2022-23	2023-24	
	them, to create ownership of the GEP, strengthen the potential of the plan, and maximize its impact.					
	1.1.4. Monitoring the implementation of the GEP, and creating a yearly report that includes level of achievement of the foreseen objectives, and informing the senior management about it.					Gender Equality coordinator & GEC
	1.1.5. Including the inclusive declaration of principles, and CFM's commitment towards gender equality in all the relevant institutional documents and resources: such as the website, official reports, flyers, etc.					Administration / Outreach department
	1.1.6. Developing a communication plan that includes the initiatives linked to the gender equality and diversity policy of the institution.					Outreach department
	1.1.7. Including the gender equality plan (GEP) into the next 4-year management plan that will be designed in 2022.					Direction
	1.1.8. Designing a Welcome Policy that will include: the gender equality and sexual and gender-based harassment policies which are in place; the centre's internal norms and all relevant policies, etc.					GEC

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KEY AREA 1: ORGANIZATIONAL CULTURE						
OBJECTIVES	MEASURES/ACTIONS	TIMELINE				RESPONSIBLE(S)
		2020-21	2021-22	2022-23	2023-24	
	1.1.9. Including the sex variable in all the administrative databases and forms.					Administration
	1.1.10. Including all people related data disaggregated by sex at the yearly activity report.					Outreach department
	1.1.11. Analysing the European Charter for Researchers, and deciding if it is on the interest of MPC to ratify it.					GEC
1.2. Promoting diversity and inclusivity with the institutional use of language (written and visual)	1.2.1. Developing communication campaigns to enhance women's contribution to research. Official dates such as the 11th February, 8th March, 17th May, 5th July, 25th November... could be used for this initiatives.					Outreach department
	1.2.2. Organizing targeted training sessions on the inclusive use of language and images for different stakeholders of CFM: communication managers, leaders, administrative staff, researchers...; informing all the CFM community about the already existing options, such as for example, the online free courses provided by UPV-EHU and providing them with useful tools and guidelines, to help them doing an inclusive use of language.					GEC

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KEY AREA 1: ORGANIZATIONAL CULTURE						
OBJECTIVES	MEASURES/ACTIONS	TIMELINE				RESPONSIBLE(S)
		2020-21	2021-22	2022-23	2023-24	
	1.2.3. Reviewing regularly any text, communication and/or images, from a gender equality and diversity standing point, use of language included.					Outreach department

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KEY AREA 2: A DIVERSE WORKFORCE						
OBJECTIVES	MEASURES/ACTIONS	TIMELINE				RESPONSIBLE(S)
		2020-21	2021-22	2022-23	2023-24	
2.1. Improve the gender balance at all work-positions and levels	2.1.1. Reviewing the recruitment and promotion processes/criteria to include not only metrics but other aspects as well, as for example: team-working, effective collaboration, mentoring/empowering of colleagues and participation at the GEC.					GEC
	2.1.2. Developing an explicit, transparent, unbiased and public criteria for the recruitment and promotion processes.					GEC & Administration
	2.1.3. Including gender balance as a criterion, every other conditions being equal, for selection, promotion and research funding allocation.					Direction & Decision-making bodies
	2.1.4. Taking maternity , paternity and parental leave periods into consideration when assessing and evaluating Research output for internal recruitment and promotion decisions.					Decision-making bodies
	2.1.5. Including gender equality criteria for the subcontract of external services in the contracting requisites.					Direction & Decision-making bodies

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KEY AREA 2: A DIVERSE WORKFORCE						
OBJECTIVES	MEASURES/ACTIONS	TIMELINE				RESPONSIBLE(S)
		2020-21	2021-22	2022-23	2023-24	
	2.1.6. Training decision-makers and members of selection and promotion committees regarding gender bias, inclusive recruitment and promotion procedures.					External assistance (Organized by the GEC)
	2.1.7. Require gender balance (60/40 percentage) in all recruitment committees; requiring a justification for single-gender presence if needed.					Direction & Decision-making bodies
	2.1.8. Inclusive writing of job profiles in order to attract a diverse pool of candidates, and specifically mentioning CFM's gender equality compromise and policy at job profiles, as way to attract further female researchers.					Administration & Decision-making bodies
	2.1.9. Promoting direction team candidatures to be gender balanced (40/60)					Direction & Decision-making bodies
2. 2. Promote initiatives to support the career progression of the	2.2.1. Organising empowering activities for early career researchers and offering them training to increase their leadership skills, such as a world cafe with role models (It could be organized by CFM, or in cooperation with other research centres or with the AKADEME programme…).					External assistance (Organized by the GEC)

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KEY AREA 2: A DIVERSE WORKFORCE						
OBJECTIVES	MEASURES/ACTIONS	TIMELINE				RESPONSIBLE(S)
		2020-21	2021-22	2022-23	2023-24	
underrepresented gender to high and top positions	2.2.2. Enhancing visibility of the female role models from the institution (for representation, chairing meetings, keynote speaking at conferences, sharing carer good practices, etc.)					Outreach department

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KEY AREA 3: WORK-LIFE BALANCE						
OBJECTIVES	MEASURES/ACTIONS	TIMELINE				RESPONSIBLE(S)
		2020-21	2021-22	2022-23	2023-24	
3.1. Develop a working environment that facilitates the combination of work, family and private life for women and men	3.1.1. Providing institutional support programs for researchers after and before parental leave periods. (This action should go in line to the options offered by UPV/EHU and CSIC)					Administration
	3.1.2. Developing feasibility plans for the creation of new welfare services in collaboration with other research institutions such as (UPV/EHU, DIPC, nanoGUNE...). For example, arrangements with service suppliers for kindergarten, child-care in case of a conference or congress, etc.					Direction
	3.1.3. Gathering the existing work-life balance measures provided by UPV-EHU, CSIC and MPC, and creating an informative leaflet that includes all the measures and the conditions to use each of them.					Administration & GEC
	3.1.4. Analysing if the existing measures for work-life balance correspond with the specific needs of administrative and research staff.					GEC
	3.1.5. Developing campaigns to encourage men to take parental leaves.					GEC & Outreach department

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KEY AREA 3: WORK-LIFE BALANCE						
OBJECTIVES	MEASURES/ACTIONS	TIMELINE				RESPONSIBLE(S)
		2020-21	2021-22	2022-23	2023-24	
	3.1.6. Scheduling work related meetings, or seminars within core hours. To make sure, people with caring responsibilities have the same options to attend.					

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KEY AREA 4: SEXUAL HARASSMENT AT THE WORKING ENVIRONMENT						
OBJECTIVES	MEASURES/ACTIONS	TIMELINE				RESPONSIBLE(S)
		2020-21	2021-22	2022-23	2023-24	
4.1. Prevent and combat sexual and gender-based sexist harassment at CFM.	4.1.1. Analysing UPV/EHU's and CSIC's existing protocols, and defining CFM's self-tailored protocol, to make sure it responds to the institution's specific needs.	■				GEC
	4.1.2. Identifying the person who will be responsible for this issue at CFM, the confidential counsellor, and communicating it to all the CFM community.	■				
	4.1.3. Monitoring the implementation of the protocol and creating the bi-annual reports that need to be sent to Emakunde.		■		■	Confidential counsellor
	4.1.4. Offering specific training on sexual and gender-based harassment to the confidential counsellor. (note: if the person changes, the training should be provided again)		■			External assistance
	4.1.5. Organizing a public seminar to present CFM's protocol to prevent and face sexual or gender-based harassment; the session could also be used for raising awareness on this topic.		■			Confidential counsellor
	4.1.6. Including an online training for raising awareness on sexual and gender-based violence as part of CFM's Welcoming Policy.			■	■	External Assistance

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KEY AREA 4: SEXUAL HARASSMENT AT THE WORKING ENVIRONMENT						
OBJECTIVES	MEASURES/ACTIONS	TIMELINE				RESPONSIBLE(S)
		2020-21	2021-22	2022-23	2023-24	
	4.1.7. Ensuring that the sexual and gender-based prevention and support protocol is well-communicated and easily accessible for all the CFM community: for example, including it as part of the Welcoming Policy; regularly communicating where you can access the protocol; having paper versions of the protocol available at the most transited CFM spaces, etc.					Outreach Department
	4.1.8. Adopting a zero tolerance approach towards sexism, and communicating it through institutional resources (such as the website, social media or yearly activity reports...).					GEC & Outreach department

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KEY AREA 5: GENDER EQUALITY AND RESEARCH						
OBJECTIVES	MEASURES/ACTIONS	TIMELINE				RESPONSIBLE(S)
		2020-21	2021-22	2022-23	2023-24	
5.1. Promote gender-aware research excellency within and outside CFM	5.1.1. Enhancing visibility of corresponsible role models, who are successful, but also have other responsibilities and duties, such as care, hobbies, etc.					Outreach Department & GEC
	5.1.2. Training decision-makers and leaders in emotional intelligence, and how to emotionally approach different situations.					External Assistance
5.2. Promoting gender diversity and inclusivity at congresses and conferences	5.2.1. Promoting gender balance (60/40 percentage) in all congress panels; requiring a justification for single-gender presence if needed.					GEC
	5.2.2. Publicly stating the zero tolerance to gender violence in all congresses. Writing an institutional paragraph to be read by the chairing person (man or women) in each congress.					GEC
	5.2.3. Inviting female researchers to write their whole name in the posters, or references; as a way to visibilize female researchers.					GEC

3. Structures for the development of the GEP

CFM will identify a person or a group of two people as responsible of the GEP, this will be the first action implemented once the GEP is approved. The Gender Equality Committee (GEC) that was created for the process of designing the GEP, has shown commitment and motivation with the topic. Therefore, CFM is planning to review the committee's composition: open it, in case anyone is interested to join; and let actual members decide if they want to follow-on or leave it. The GEC will be the main structure that will be participating at the GEP implementation. And if needed for any specific topic, CFM will create working groups with participation from the interested GEC members and other people from CFM's community. These groups would be created on-the-go according to the needs they identify during the implementation. We have however briefly foreseen the different tasks each of these structures would have:

1. GEP RESPONSIBLE(S)

PROFILE

- Organizational knowledge and a global perspective
- Leadership
- Decision-making capacity
- Interested and motivated by the topic
- Communication capacity
- Coordination capacity
- GEP management knowledge[1]

MAIN TASKS

- Coordination and lead of the GEC.
- Definition of the resources to implement the GEP, with the help of the GEC.
- Collection and sharing, to the GEC, of all necessary information for the appropriate development of the GEP.
- Monitoring the GEP progress, by following up the level of implementation of the GEP and the impact indicators.

2. GENDER EQUALITY COMMITTEE

PROFILE

[1] **This knowledge could be obtained by providing specific training, or with external expert support as a resource for the development of the GEP.**

2. GENDER EQUALITY COMMITTEE
▪ GEP responsible(s) ▪ Representation from all the different areas/sections and levels at DIPC ▪ Interested and motivated by the topic ▪ Balanced participation of women and men
TASKS
▪ General follow-up of the GEP implementation ▪ Support given to the GEP responsible(s) in the Definition of the resources to implement and monitoring the progress of the GEP ▪ Creation of working groups for specific initiatives. ▪ Grappling with the challenges that might arise during implementation. ▪ Evaluating the GEP.

3. SPECIFIC WORKING GROUPS
PROFILE
▪ GEC members ▪ Other participants who are either motivated by the topic, or appropriate for the issue that will be developed.
TASKS
▪ Developing specific actions of the GEP. ▪ These groups will be created linked to an specific action or a set of actions, and will disappear once the action has been completed.

4. Resources for the development of the GEP

CFM will be responsible of providing and anticipate the resources that will be needed for the implementation of its 1st Gender Equality Plan each of the implementation years:

- A yearly budget should be envisioned by 2020

5. Monitoring of the GEP implementation

The responsible(s) of the GEP will perform a constant follow-up of the GEP implementation, and will create an annual report the level of achievement of the foreseen yearly objectives and actions, and the tasks that might still be pending. (July/August 2021, July/August r 2022, July/August 2023 and July/August 2024). Elhuyar has created an Excel tool that will help the GEP responsible(s) doing that work. In the following lines, we will describe briefly the way it is proposed to do the monitoring with this tool.

The Excel file is composed of three TABs or pages: a general overview of the GEP, the complete GEP and a monitoring panel. The follow-up of the specific actions will be done on the page with the complete GEP. As you can see in the following picture, the document gives the option to choose the level of implementation (completed, on track, risk of not achieving the agreed timeline or not started) of an action from a menu, and write the relevant comments on the side. The level of implementation will be represented visually with different colours, giving us a visual description of the GEP development:

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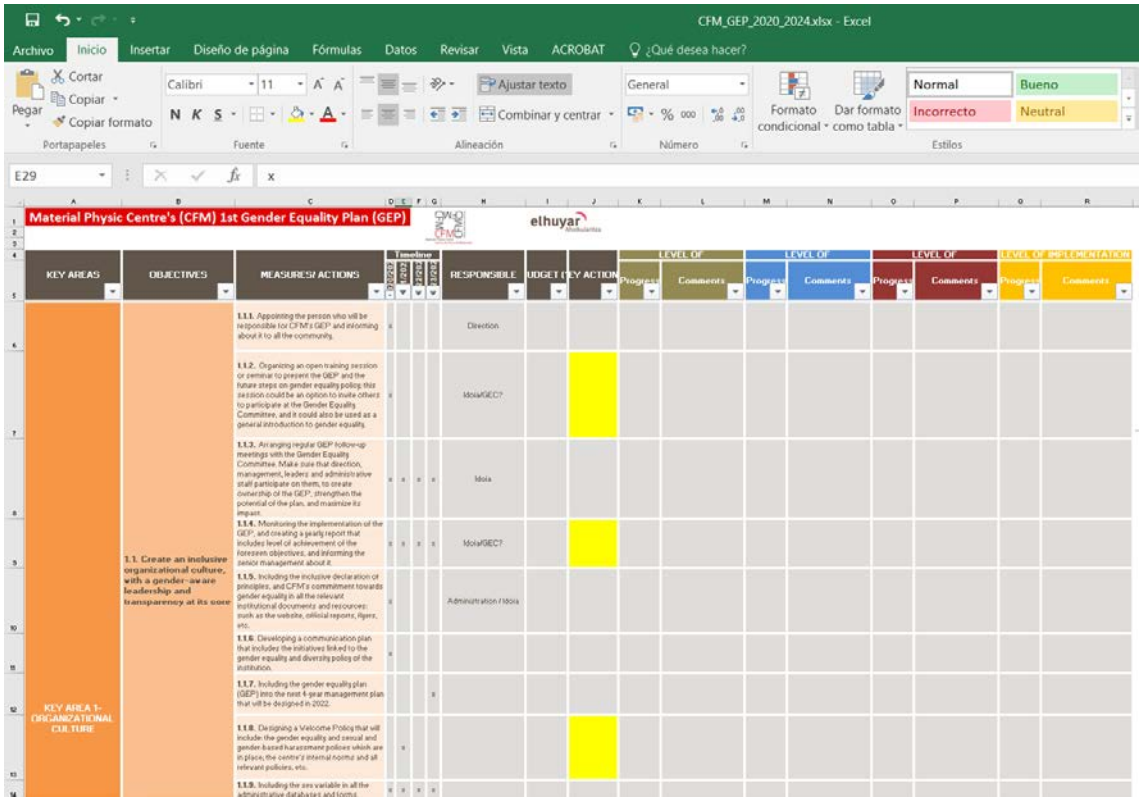

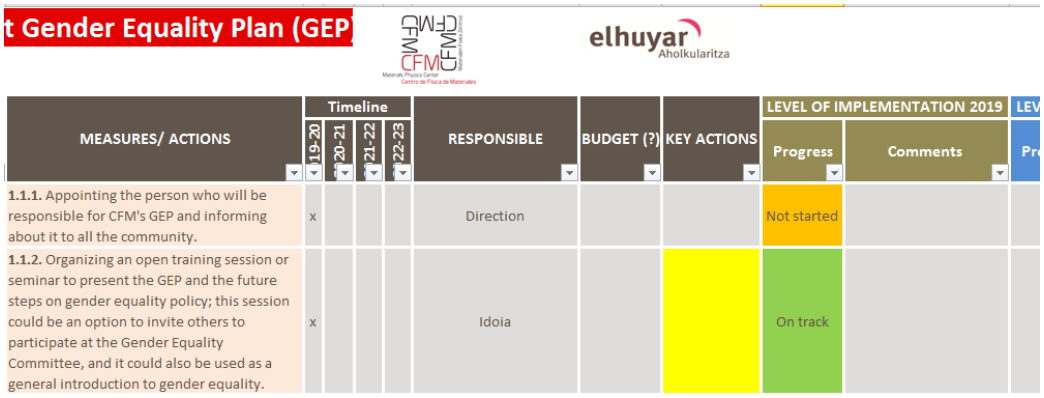

t Gender Equality Plan (GEP)

elhuyar Aholkularitza

MEASURES/ ACTIONS	Timeline 19-20	20-21	21-22	22-23	RESPONSIBLE	BUDGET (?)	KEY ACTIONS	LEVEL OF IMPLEMENTATION 2019 Progress	Comments	LEV Pr
1.1.1. Appointing the person who will be responsible for CFM's GEP and informing about it to all the community.	x				Direction			Not started		
1.1.2. Organizing an open training session or seminar to present the GEP and the future steps on gender equality policy; this session could be an option to invite others to participate at the Gender Equality Committee, and it could also be used as a general introduction to gender equality.	x				Idoia			On track		

As already explained, apart from the level of implementation we will also pay attention to the impact achieved through the GEP implementation. The tool offers a monitoring panel, that includes the impact indicators we will measure with this aim. Impact indicators are directly linked to the implementation of the actions that have been identified as "key actions". Each indicator has the number of the action it applies to as a reference. Through this monitoring panel, we will be able to see the

level of achievement we are obtaining towards each of the objectives, and it will help us identifying the need and including corrective measures if needed.

IMPACT INDICATORS FOR THE GEP MONITORING												
KEY AREAS	BJECTIVE	EY ACTION	IMPACT INDICATORS	2020/2021		2021/2022		2022/2023		2023/2024		
KEY AREA 1: ORGANIZATIONAL CULTURE	1.1.	1.1.2.	Attendance to the open training session dissagregated by sex	Women	Men	Women	Men	Women	Men	Women	Men	
		1.1.4.	Level of implementation of the yearly planned actions (percentage per year)									
		1.1.8.	Number of visits/dowloads of the (online) Welcome Policy pack	starting 2021								
	1.2.	1.2.2.	% of staff who has received the trainings (dissagregated by sex)	% women	% men	% women	% men	% women	% men	% women	% men	
				starting 2021								
		1.2.3.	% documents in which the guidelines for an inclusive use of the language have been integrated	starting 2021								
KEY AREA 2: A DIVERSE WORKFORCE	2.1.	2.1.6.	% managers and hiring staff who has received the trainings	Women	Men	Women	Men	Women	Men	Women	Men	
				starting 2021								
		2.1.7.	% of gender balanced recruitment committees	starting 2021								
		2.1.8.	% of female candidates	starting 2021								
KEY AREA 3: WORK-LIFE BALANCE	3.1.	3.1.3.	Number of visits/dowloads of the online document	Starting 2022								
		3.1.3.	Number of people who use the work-life balance measures/supports	Women	Men	Women	Men	Women	Men	Women	Men	
				starting 2022								
		3.1.6.	% of work related meetings or seminars organized within core hours									
KEY AREA 4: SEXUAL		4.1.3.	Number of identified cases									
		4.1.4.	Amount of training hours offered to the confidential counsellor(s)									

Each year[2] all the monitoring data will be gathered in a dedicated report, and the results will be presented both to the GEC and to CFM's Direction Board. The analysis of the achievements and main obstacles will help in the definition of the following year's action plan.

6. The evaluation of the GEP

Once the implementation of the GEP is finished, September 2024, an evaluation of the level of achievement of each of the foreseen objectives will be carried out, using the yearly reports as a reference, but in much higher detail.

The evaluation will help us analysing the overall level of implementation of the GEP, its objectives and the impact the GEP had during the implementation years at the institution. These will be the main sources of information used for the Final evaluation report:

- Main outcomes from yearly follow-up reports.
- Subjective opinions and perceptions of CFM's community gathered through an online survey.
- The yearly filled in monitoring panel.

[2] **At the end of each academic year, by September.**

Through the evaluation we will try to describe the following three items:

- The outcomes, the achievements or results gained through the implementation years.
- The impacts (individual/collective; short-/medium-/long-term) achieved as a consequence of the implementation.
- The lessons learnt, tips and strategies developed throughout the GEP implementing process.