

ASSOCIAÇÃO FRAUNHOFER PORTUGAL RESEARCH

GENDER EQUALITY PLAN 2022 – 2025

September 2022

FIT FOR EQUALITY

Gender Equality Plan of Fraunhofer Portugal for 2022 – 2025

Associação Fraunhofer Portugal Research
Rua Alfredo Allen 455/461, 4200-135 Porto, PORTUGAL

Contents

| | | |
|----------|--|-----------|
| 1 | Executive Summary | 6 |
| 2 | Introduction | 7 |
| 2.1 | GEP Content Areas and Methodology..... | 7 |
| 3 | Profile of Fraunhofer Portugal..... | 9 |
| 3.1 | Overview of Fraunhofer Portugal | 9 |
| 3.1.1 | Vision – A Driving Force in Innovation | 9 |
| 3.1.2 | Mission – Research of Practical Utility..... | 9 |
| 3.2 | Structure and Organization of Fraunhofer Portugal..... | 10 |
| 3.3 | Management..... | 10 |
| 3.4 | Baseline Assessment and Analysis | 11 |
| 3.4.1 | Human Resources Data..... | 11 |
| 3.4.1.1 | Fraunhofer Portugal Leadership | 12 |
| 3.4.1.2 | Research Teams | 12 |
| 3.4.1.3 | Non-Research Teams | 13 |
| 3.4.1.4 | Professional Situation..... | 14 |
| 3.4.1.5 | Scientific Publications..... | 16 |
| 3.4.1.6 | Patents (2009-2021) | 17 |
| 3.4.1.7 | Training Hours | 18 |
| 3.4.1.8 | Competitive R&D Project Funding | 19 |
| 3.4.1.9 | Recruitment..... | 19 |
| 3.5 | Survey to the team | 20 |
| 3.5.1 | Work-Life Balance..... | 21 |
| 3.5.2 | Leadership and Decision-making..... | 22 |
| 3.6 | Additional Considerations..... | 22 |
| 4 | GEP Action Planning..... | 24 |
| 4.1 | Work-life balance and organisational culture | 25 |
| 4.2 | Gender balance in leadership and decision-making..... | 27 |
| 4.3 | Gender equality and balance in recruitment and career progression..... | 28 |
| 4.4 | Integration of the gender dimension into research content | 29 |
| 4.5 | Measures against gender-based violence | 30 |
| 4.6 | Monitoring and Planning | 31 |
| 5 | Team | 32 |
| 6 | Acronym List | 33 |
| 7 | Sources | 34 |



1

Executive Summary

Alongside the well-established regulatory framework within the EU on gender equality which applies widely across the labour market, including the research sector, the European Commission is committed to promoting gender equality in research and innovation.

From 2022, every legal entity (government body, research, or higher education institution) must have a gender equality plan to be eligible for funding from Horizon Europe.

As a participating research organization, Fraunhofer Portugal and its Executive Board have supported these robust actions as part of our commitment to gender equality within our research community and the broader environment in which we reside.

Fraunhofer Portugal is a community of scientists, supporting staff, students and partners. People are the heart of Fraunhofer Portugal, so it is of great importance to protect and stimulate the distinctive atmosphere lived at Fraunhofer Portugal, creating a unique, welcoming, and vibrant environment that enables individuals and groups to grow professionally and personally.

Over the last 14 years, FhP has introduced many measures and activities to address gender equality. During the creation of this plan, the collection of gender-disaggregated data on processes and practices, together with the internal survey and sessions with the team, allowed us to assess the current standing and set objectives and targets with a roadmap of actions and measures.

In the following Gender Equality Plan, you can find the measures, activities and policies developed and implemented to support our goals. It also includes planned initiatives for the years to come.

To ensure its best implementation, we will continuously monitor and report the data collected annually, reviewing the progress in agreement with the Gender Equality Plan's aims and objectives.

With the implementation of this plan, the Executive Board, as the leading body, is responsible for all the commitments set out and approves its content as duly signed herein.

On behalf of the Executive Board,



Liliana Ferreira

2 Introduction

“Horizon Europe sets gender equality as a crosscutting principle and aims to eliminate gender inequality and intersecting socio-economic inequalities throughout research and innovation systems, including by addressing unconscious bias and systemic structural barriers.” (European Union, 2021)

Starting in 2022, the European Commission introduces Gender Equality Plans (GEP) as a new eligibility criterion for public bodies, research organisations and higher education establishments to get access to funding by the Horizon Europe Framework Programme for Research and Innovation 2021-2027. Therefore, a Gender Equality Plan becomes a tool towards a fairer society, one through which companies and organisations can reflect and improve their policies towards equal treatment and opportunities, equal dignity, and rights.

Previously, the Sustainable Development Goals (SDG)¹ also identified gender equality as an integral part of global development, both as an objective and as a foundation for the 17 dimensions.

Associação Fraunhofer Portugal Research (Fraunhofer Portugal or FhP) endorses this initiative. FhP research activities are led by industry demand and scientific excellence and aim to create scientific knowledge capable of generating added value for its clients and partners. Our technological innovations are oriented toward economic growth, social well-being, and the improvement of the quality of life of its end users.

Therefore, we see this plan as an opportunity. We consider equality and equal opportunities as key to success in the development of our research, research management, and administration activities. Eliminating, or reducing, gender inequality and intersecting socio-economic inequalities – including those based on disability, age, ethnicity, and gender – also throughout research and innovation are goals present in some of our research activities. Addressing unconscious bias and systemic structural barriers are some ways to include these concerns in our R&D activities.

However, this plan is also an opportunity to evaluate our reality and formalise our goals of reducing bias and gender inequality within FhP; assessing the current proportion of women in top research and leadership positions; continuously investing in career and staff development with a focus on female early career researchers; and strengthening our sustainable structural anchoring of gender equality measures.

2.1 GEP Content Areas and Methodology

To comply with the Horizon Europe GEP eligibility criterion, a GEP must meet four mandatory process-related requirements:

- The GEP must be a **formal document** published on the institution's website, signed by the top management, and actively communicated within the institution;
- A GEP must have **dedicated resources** and expertise in gender equality to implement the plan;
- Organisations must provide sex/ gender-disaggregated **data and monitoring** on personnel and students with annual reporting based on indicators;

- The GEP must also include **training and awareness-raising** actions on gender equality.

The creation of this plan started by understanding the gender equality situation at the institution. For that purpose, the team made an exhaustive collection of indicators and information presented and discussed in section 3.5.

After the data collection, a dedicated survey was launched to understand the employee's views on the topic and their experience at Fraunhofer Portugal regarding Gender Inequalities and their effects on their career.

Additionally, based on the indicators and information collected on the survey, two group sessions were prepared to jointly identify the key pillars of the related strategy for the following years.

These two sessions counted with the participation of employees on different levels and career paths, which openly discussed their realities and interpretation of the results. Consequently, several suggestions and measures to better promote gender equality in the workplace were identified. The methodological approach to these actions involved the participation, exchange of views, engagement, and collaborative creativity of all its contributors. The main conclusions of these actions were documented in a final report. Based on this report, the Executive Board of FhP defined the areas of intervention and measures that should be included in the GEP.

The proposed actions not only seek to combat biases associated with gender but also with other dimensions of diversity, such as age, functional diversity, sexual orientation, and ethnicity, to promote a more inclusive community for all people. The Plan's implementation will be regularly monitored and updated within the project's timespan.

3.1 Overview of Fraunhofer Portugal

Founded in 2008 by the Fraunhofer-Gesellschaft and the German-Portuguese Chamber of Commerce and Industry (CCILA) – within the framework of a long-term Portuguese-German collaboration to explore mutual interests in science and technology – Fraunhofer Portugal has the mission to undertake applied research of direct utility to private and public enterprises and of wide benefit to society.

Fraunhofer Portugal currently materialises itself through its two centres: the Fraunhofer Portugal Research Centre for Assistive Information and Communication Solutions (FhP-AICOS), located in Porto and Lisbon, and born in 2009 following a partnership between the Fraunhofer-Gesellschaft (FhG), the Foundation for Science and Technology (FCT) and the University of Porto (UP), and the Fraunhofer Centre for Smart Agriculture and Water Management (FhP-AWAM), founded in 2019 in partnership between the FhG, FCT, FhP, the Universidade de Évora (UÉ) and the Universidade de Trás-os-Montes e Alto Douro (UTAD), located in Vila Real and Évora.



Fig. 01 Fraunhofer Portugal Institutional Background

3.1.1 Vision – A Driving Force in Innovation

Fraunhofer Portugal proposes a radical change regarding technological innovation in collaboration with scientific institutions in Portugal and aims at creating scientific knowledge capable of generating added value for its clients and partners, exploring technology innovations oriented towards economic growth, social well-being, and the improvement of the quality of life of its end-users.

3.1.2 Mission – Research of Practical Utility

Fraunhofer Portugal promotes applied research of direct utility to private and public institutions and of broad benefit to society, by managing and coordinating the cooperation of its research centres with:

- **Other Research Institutions** – such as universities and other relevant Portuguese or non-Portuguese research institutions, as well as Fraunhofer

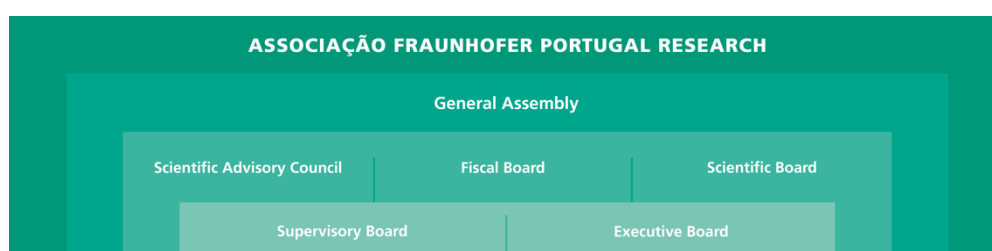
Institutes and other research centres integrated in the Fraunhofer-Gesellschaft knowledge network.

- **Industry Partners** – clearly perceived and understood as our main customer group, we are developing partnerships and cooperation agreements with private and public enterprises, as well as participating in business associations.
- **Supporting Partners** – Government Institutions and other Institutional partners.

3.2 Structure and Organization of Fraunhofer Portugal

Governance Structure

Fig. 02 Governance Structure diagram



Fraunhofer Portugal seeks to follow the best practices in every area of the Association's governance by reflecting such practices in its statutes and principles and the subsequent transparency of its internal organisation.

The associative structure of Fraunhofer Portugal distributes functions, duties, and responsibilities among its governing boards.

3.3 Management

Fraunhofer Portugal's management is a shared responsibility of both the Executive Board (responsible for daily management and current management actions) and the Supervisory Board (with broad assessment powers).

Fraunhofer Portugal's recent growth led to the need to restructure the organization, converting it into a more efficient and adjusted structure. The current structure consists of 3 (three) divisions:

- Division Fraunhofer AICOS, representing the Fraunhofer Portugal Research Centre for Assistive Information and Communication Solutions (FhP-AICOS);
- Division Fraunhofer AWAM, representing the Fraunhofer Portugal Research Centre for Smart Agriculture and Water Management (FhP-AWAM); and
- Division Fraunhofer Portugal Headquarters (FhP-HQ), representing the Shared Services of Fraunhofer Portugal (Finance, Human Resources, Procurement, Legal, IT and Administrative).

3.4 Baseline Assessment and Analysis

3.4.1 Human Resources Data

The first step toward developing the GEP presented in this document was the collection of gender data from all the FhP teams. The data collected refer to the period between December 2019 and December 2021. In some exceptional identified cases in which reliable data was already available, the timespan was enlarged until May 2022 or to the entire lifespan of Fraunhofer Portugal.

According to the organization's context, all relevant actors were considered: researchers, management teams, supporting offices and services and the students at different cycles.

Among others, FhP's relevant data on gender equality include:

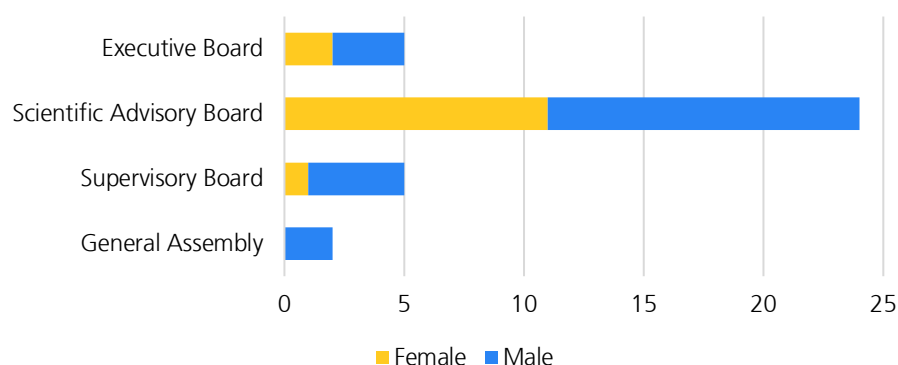
- The proportion of women and men in leadership positions and FhP's internal and external bodies;
- Team size by gender at all levels, including leadership, research centres, supporting offices, and students with a contractual relationship to the institution;
- The professional situation of FhP's collaborators and career level among scientific or support teams;
- The number of female and male students doing their MSc thesis at FhP research centres;
- The proportion between women and men as authors of FhP's research centres scientific publications, including papers, chapters, white papers, abstracts, posters, and patents;
- The number of hours of advanced training;
- The percentage of research projects conducted by men and women and the corresponding funding amounts;
- The distribution of male and female collaborators discriminated by the source of funding;
- The proportion of male and female applicants and corresponding hires for scientific and support roles.

3.4.1.1 Fraunhofer Portugal Leadership

Considering FhP's governance structure, the General Assembly, the Supervisory Board, the Executive Board, and the Scientific Advisory Board, all are representative of the male gender majority.

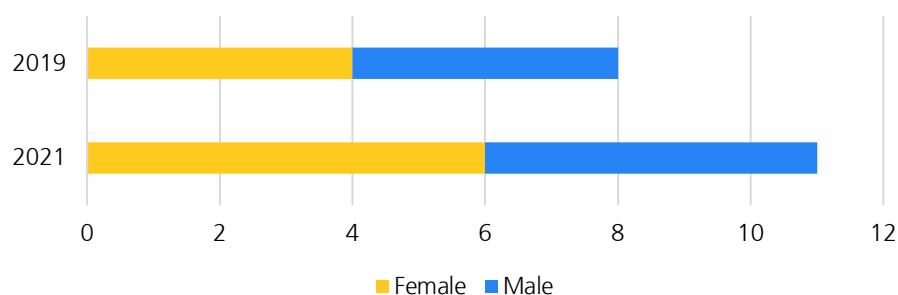
In these boards, existing statutes and regulations ensure that committee appointments are set on a fixed-term basis, allowing for membership and leadership changes.

Governing Boards Leadership (Dec 2021)



Considering the internal leadership representation, namely the Direction, the Group Leaders, and the Heads of Departments of the three FhP divisions (FhP-AICOS, FhP-AWAM and FhP-HQ), one can observe an evolution from 2019, when male and female were equally represented in these positions, towards a majority of female representation in 2021.

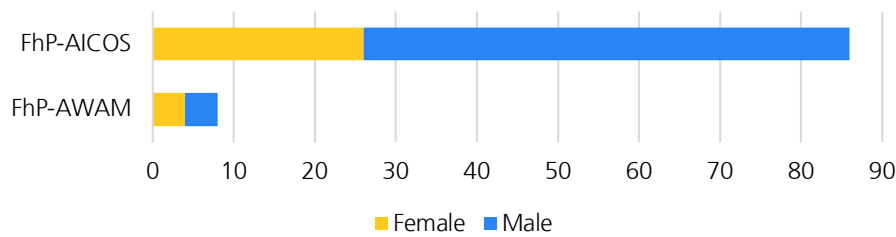
Internal Leadership Positions (Dec 2021)



3.4.1.2 Research Teams

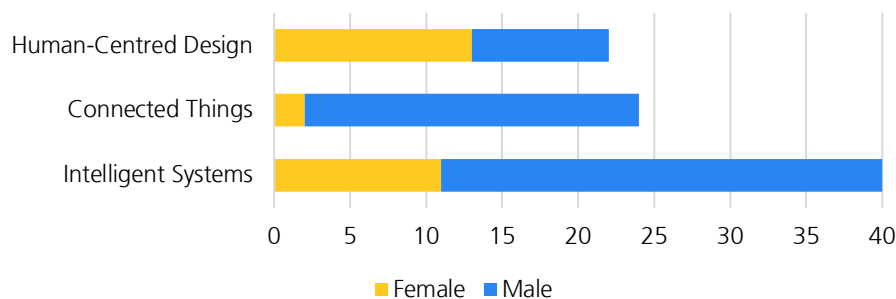
Considering the research teams of both FhP research centres – FhP-AICOS and FhP-AWAM – the male gender is predominant at FhP-AICOS, and there is an equal number of male and female researchers at FhP-AWAM's research team.

Research Teams by Centre (Dec 2021)



Given the dimension of the FhP-AICOS research team, the group was further subdivided into scientific groups reflecting the different competence of the team. Female is predominant in the Human-Centred Design group. On the opposite side are the Connected Things and Intelligent Systems groups.

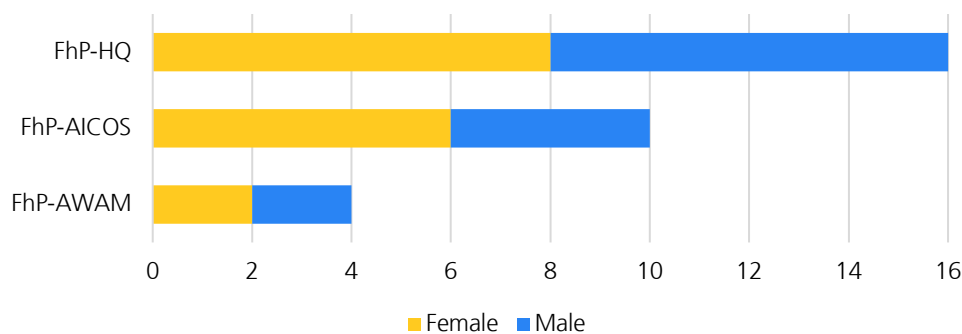
FhP-AICOS Competence Groups (Dec 2021)



3.4.1.3 Non-Research Teams

FhP has non-scientific teams in its three divisions to support the research structure. In FhP-HQ and FhP-AWAM, the number of women equals the number of men. FhP-AICOS has a higher female representation in its support team.

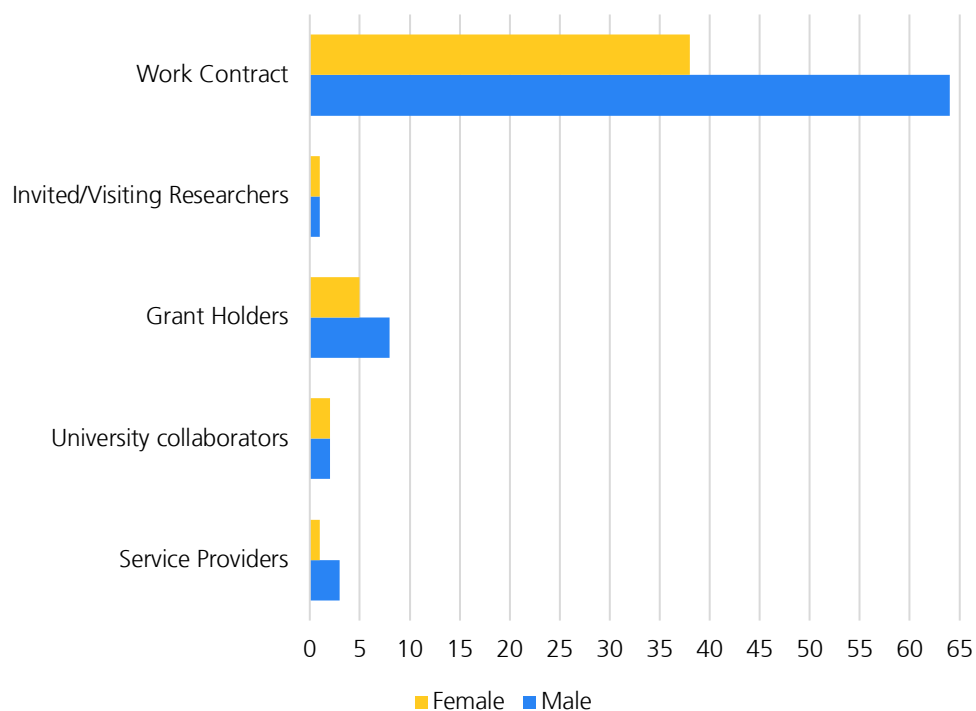
Non-Research Teams by Division (Dec 2021)



3.4.1.4 Professional Situation

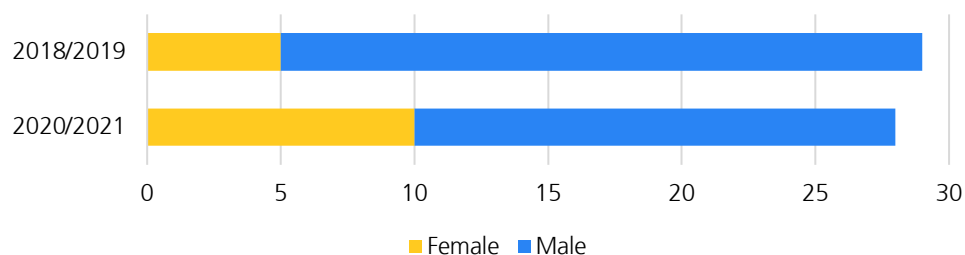
The large majority of FhP team members have a work contract. Of those, 30% are women.

Professional Situation (Dec 2021)

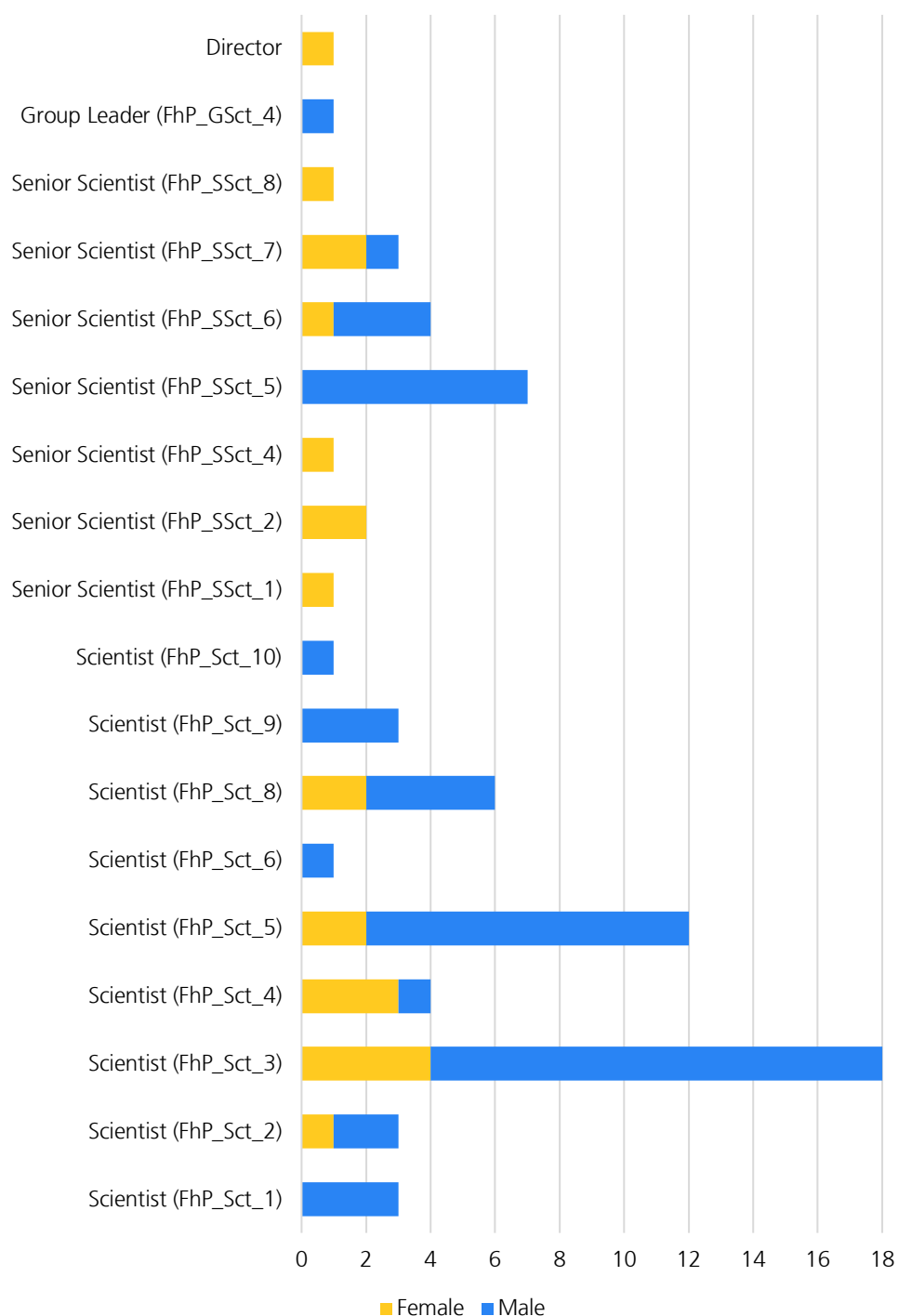


FhP's research centres receive every year several Master students. The latter develop their final dissertation projects on research topics related to FhP's innovation areas. From the academic year 2018/2019 until 2020/2021, the number of female students doubled, representing 36% of the students received.

MSc Students

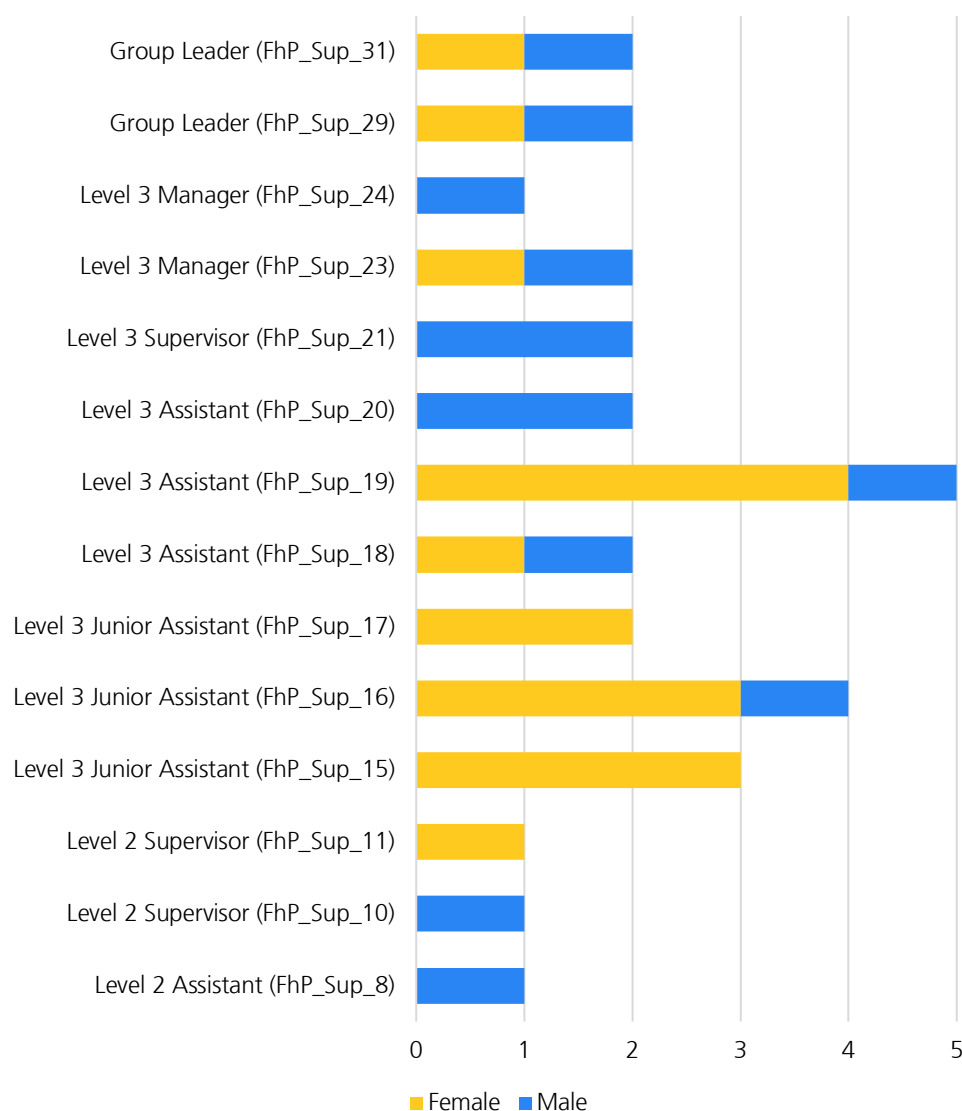


Regarding the distribution of the contracted team members by professional category, and although, in general terms, the number of men is higher than the number of women, the gender distribution in the figure below is not uniform. In the figure, the higher career levels correspond to scientists with PhD degree (SSct) and the two initial positions (Sct1 and Sct2) to junior researchers without or with a recent MSc degree.



When considering the non-scientific and support careers, the distribution corroborates a non-uniform character. Although women are prevalent in this career segment (17 women and 13 men), there appears to be a higher prevalence of the men on the higher career levels (above Sup_19, three women and eight men).

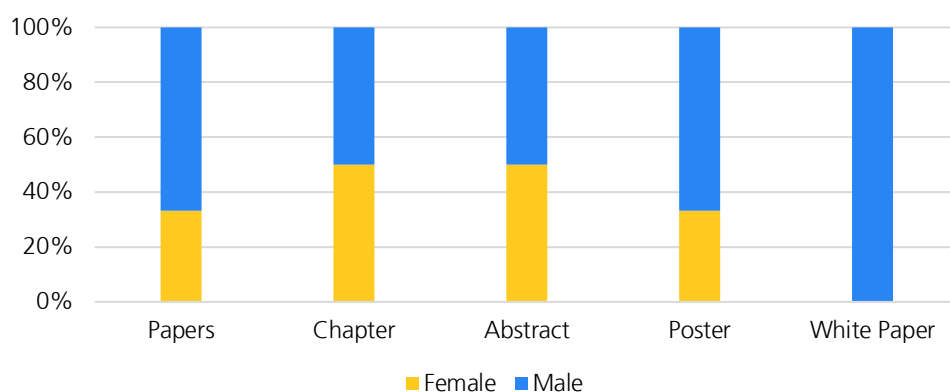
Support Professional Careers (Dec 2021)



3.4.1.5 Scientific Publications

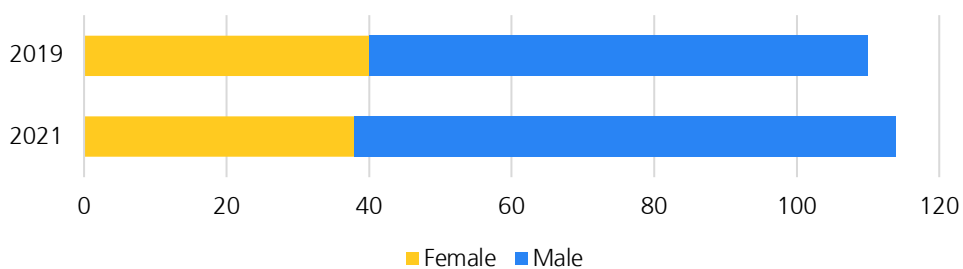
Analysing the scientific production of FhP researchers - scientific articles, chapters, abstracts, posters and white papers in which at least one of the authors had an affiliation with one of the research centres of FhP – the number of papers and white papers written by men surpasses the ones written by women. The number of chapters and abstract publications is uniformly distributed among the genders.

Scientific Publications (2021)



When considering absolute numbers and only scientific articles, we identify a slight decrease in the number of manuscripts published by women from 2019 to 2021.

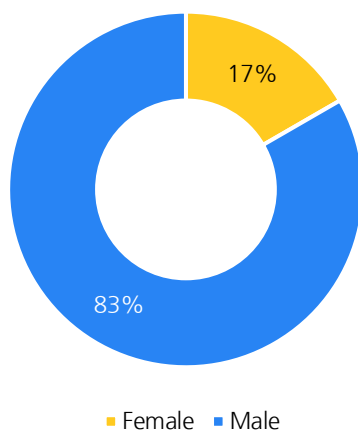
Scientific Articles (Papers)



However, in 2021, relative numbers show that women average 1.26 papers per year, while men average 1.18 papers per year.

3.4.1.6 Patents (2009-2021)

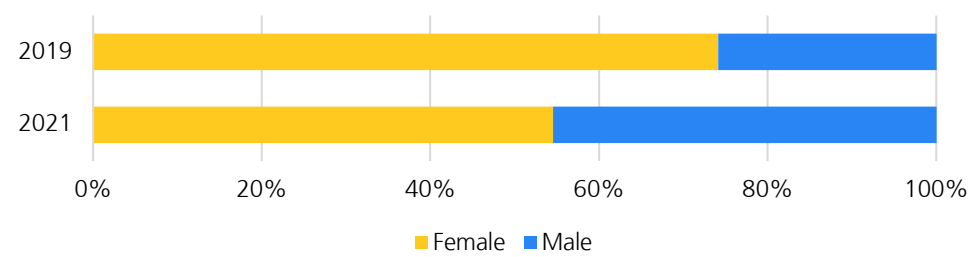
Regarding IP protection, namely by number of patents, it is possible to conclude that most patents are invented by men.



3.4.1.7 Training Hours

According to the data, most of the advanced training is taken by women. Independently, the number of men pursuing this training increased significantly in 2021. Most of these hours correspond to the PhD and MSc programmes in which some of the elements of the R&D team are enrolled.

Advance Training Hours



Although the global of hours of training increased by 30% between 2019 and 2021, the number of women in this activity reduced by 27%. On the non-research team, this reduction corresponds to 45%, while on the research teams, there was a decline of 13%.

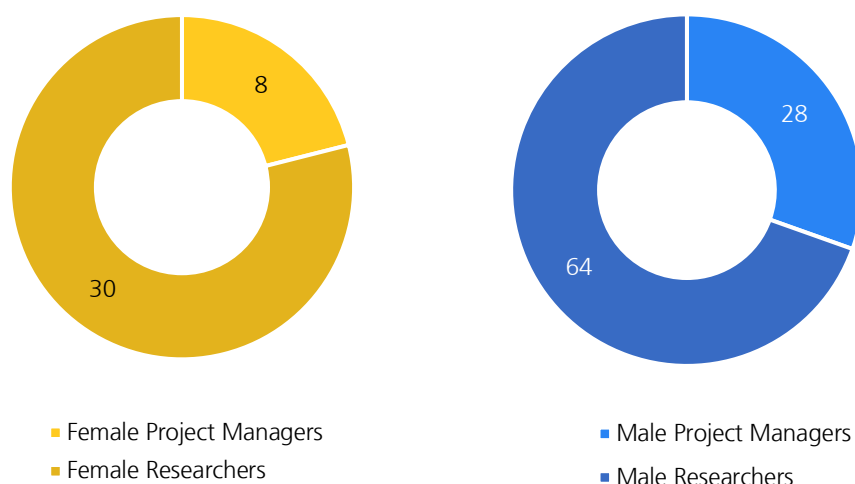
Distribution of Advance Training Hours



3.4.1.8 Competitive R&D Project Funding

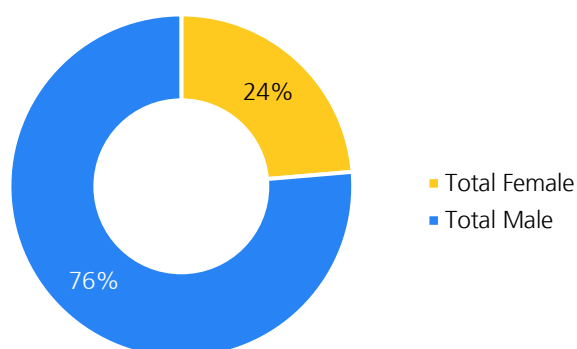
Regarding the elements of the research team that accumulate the responsibility of leading and managing the research projects, it is possible to identify, in May 2022, a prevalence of men (30% men and 21% women).

Project Managers (May 2022)



Similarly, when analysing the funding acquisition of the projects active in May 2022, most of the funding was acquired by men.

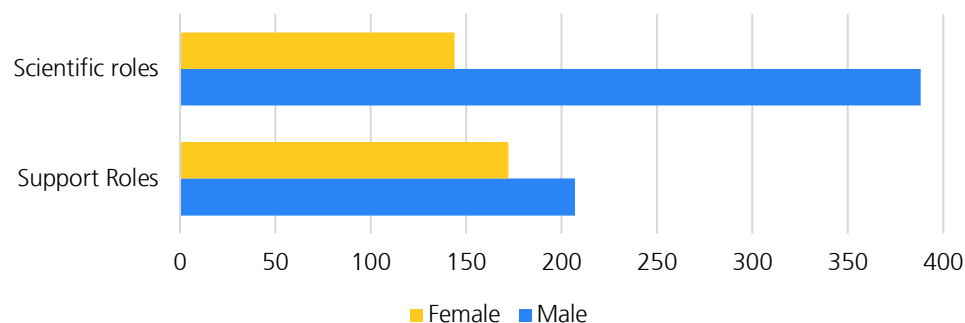
Financing Volume (May 2022)



3.4.1.9 Recruitment

In line with previous data on the gender distribution of the team, the number of men applying to scientific positions is significantly higher than women applicants. From these applicants, and between Jan 2021 to Dec 2021, 10 men and six women were selected for scientific functions, and six women and four men were chosen for support roles.

Number of Applicants and Hires for Scientific and Support Roles (2021)



It is worth mentioning that FhP is required to follow the available national and European funding guidelines and, therefore, implements open and publicly advertised recruitment procedures.

3.5 Survey to the team

Understanding the interest of FhP's team on the development of the GEP and on the achievement of gender equality goals, a survey was prepared by the Internal Communication team with the purpose of complementing the gender data collected by the Human Resources.

The goal of this survey was to identify subjective gender inequalities or challenges that could not be identified by simple data collection. Additionally, we wanted to find their causes to review the actual practices and/or establish new actions and measures.

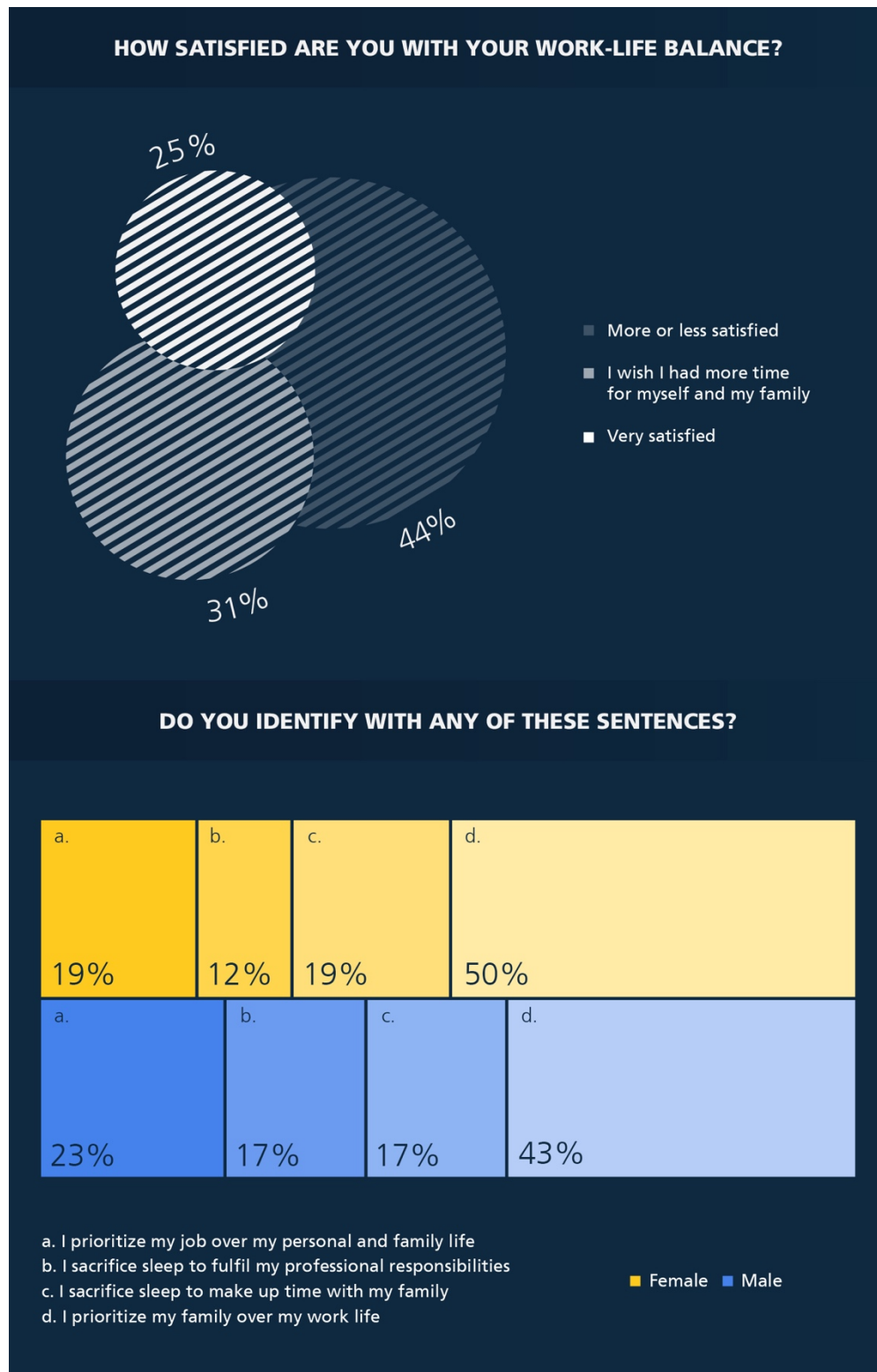
Therefore, the data retrieved intended to evaluate the following main topics:

- Work-Life Balance;
- Leadership and Decision-making;
- Research activity and the Organization's culture.

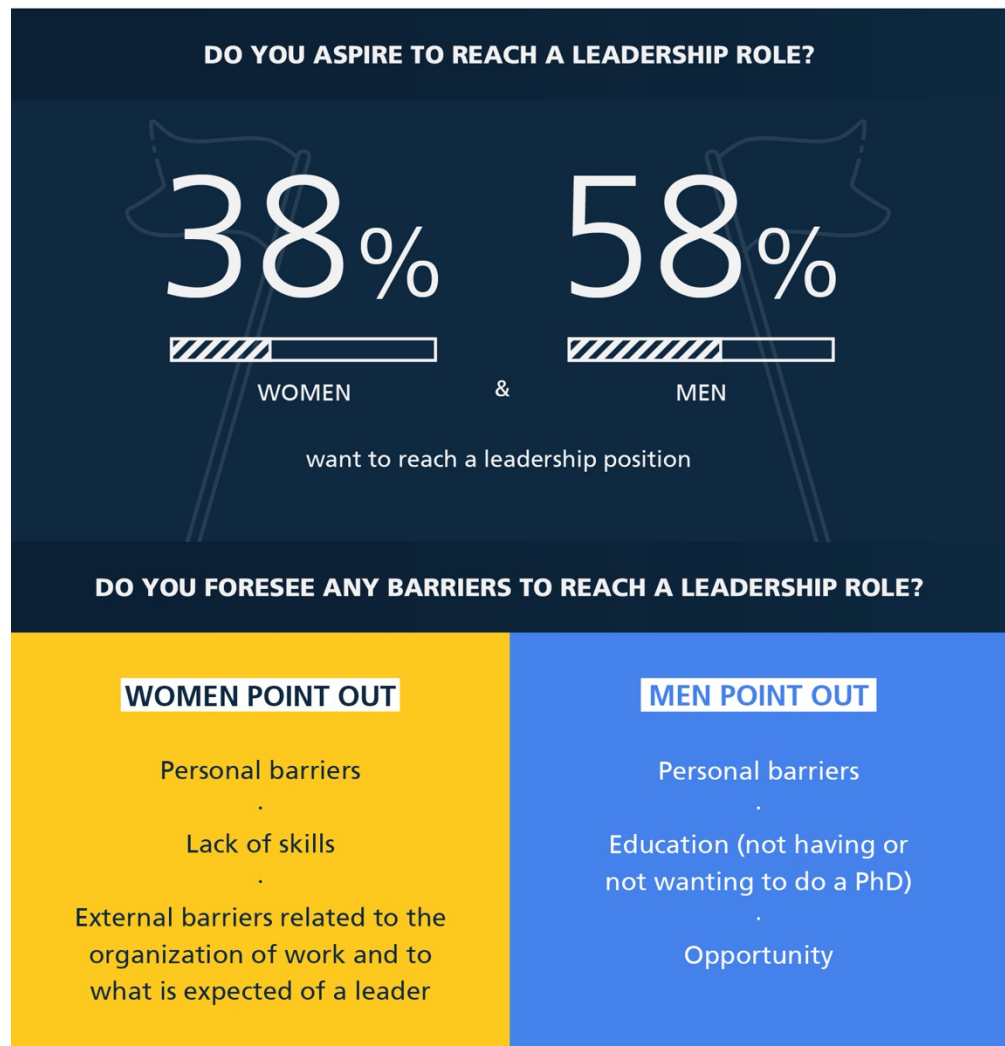
The survey was made available online to the entire team (120 employees). From those, 77 answered between the 18th of May 2022 and the 31st of May 2022, 43 men and 34 women.

The following graphs summarise the main results obtained.

3.5.1 Work-Life Balance



3.5.2 Leadership and Decision-making



3.6 Additional Considerations

From the onset, Fraunhofer Portugal's governing boards and team focus on creating a unique, welcoming and vibrant environment that enables individuals and groups to grow professionally and personally.

Over the last 14 years, several measures have been created to support employees and families in their personal and family caring responsibilities:

- FhP's employees follow a flexible work schedule, promoting better management of their time and balancing between professional and personal commitments;
- Employees who accumulate a non-negative hour balance are granted three days of extra holidays;
- An illness and childcare leave of three days is available to all employees, without loss of salary or compensation of hours;

- In December 2017, the FhP's Code of Conduct was created and disseminated within the team. This document provides orientation towards values such as trust, respect, and fairness within Fraunhofer and in external relations.

Since March 2020, FhP has been further adapting its services and research activities to the pandemic context.

The initial measures focused on the need to support employees and families with the extraordinary burden of family care and education responsibilities. These included flexibility in holiday scheduling, reduction of the standard working period, unpaid leave, remuneration during activity reduction, request for advance payment of holiday subsidy, or a combination of the abovementioned measures. In addition, Fraunhofer Portugal added a new partnership with an external childcare provider, partnering with a Babysitting & Study Monitoring service, providing parents with an affordable service to support the conciliation of work and care during the extraordinary context of the COVID-19 pandemic.

The IT infrastructure, previously already prepared to ensure remote work given the distant work locations of some of the FhP teams, was reinforced. Several measures to better support the communication and strengthen the remote computational capability of the research centres were taken during this period. The investment to bolster the mobility work capacity currently allows more than 95% of the team to develop their activity using laptops.

4

GEP Action Planning

With a better overview of FhP's gender balance and main related concerns of the team, it was possible to define objectives and measures for each thematic area.

The plan and measures presented were created focusing on Goal 5 of the SDGs – Gender Equality. This goal aims to adopt and strengthen the promotion of gender equality and the empowerment of all women and girls at all levels by: ending all forms of discrimination; eliminating all forms of violence; recognizing and valuing all forms of work; ensuring women's full and effective participation, and equal opportunities for leadership at all levels of decision-making in political, economic and public life; ensuring universal access to sexual and reproductive health and reproductive rights; giving women equal rights to financial resources and enhancing the use of enabling technology, in particular information and communications technology, to promote the empowerment of women.

FhP's GEP includes five strategic dimensions:

- a) Work-Life Balance and Organizational culture;
- b) Gender balance in Leadership and Decision-making;
- c) Gender equality in Recruitment and Career progression;
- d) Integration of the gender dimension into R&D;
- e) Measures against gender-based violence.

Several measures were identified for each of these dimensions to tackle gender inequalities. The plan will be implemented from 2022 to 2025, with the results monitored annually to track progress.

4.1 Work-life balance and organisational culture

| GOAL | MEASURE | MOTIVATION & CONTEXT | ACTIONS | INDICATORS | DEPARTMENTS/ OFFICES |
|--|---|---|--|---|--|
| Reconciliation of professional and family life and promotion of a family friendly culture. | Promote and raise awareness about existing measures of flexibility of space and time. | FhP workers have access to several internal and external mechanisms to support the reconciliation of work and family: - flexible working arrangement (time and place); - continuous-time schedule (in Portuguese, <i>jornada continua</i>); - illness and childcare leave; - parenting rights and legal protection regimes. Improving the team's knowledge of these measures is necessary. | - Revise and improve current HR documents describing available measures and initiatives; - Create media content to better disseminate and explain to the team the available mechanisms; - Promote other awareness actions, such as discussion groups. | - The number of workers aware of the measures; - The number of workers in special regimes (such as continuous-time schedule); - Satisfaction surveys. | HR, Legal, Internal Communication |
| | Strengthen the support of workers with care responsibilities. | Increasingly, FhP workers have care responsibilities for children younger than 15 years and/or incapacitated (ill, elderly and/or disabled) relatives of 15 years and more. Problems reconciling work and care responsibilities may exclude some from work or limit their career progression. | - Include care for other dependants (e.g. people with disabilities, elderly relatives) in current illness leave; - Study current legal protections to improve the existing or create additional care leaves; - Increase partnerships with external providers of children activities. | - The number of workers aware of the measures; - The number of workers making use of the care leave; - Satisfaction surveys. | HR, Legal |
| | Advice and support on work-life balance. | Rewarding work quality rather than logged-in time is a practice currently encouraged at FhP. The impact of other existing and proposed initiatives (e.g., given time to volunteering activities) needs to be evaluated. | - Create manual of good practices on internal communication, including guidelines on communication after work hours; - Evaluate current volunteering activities to increase their impact; - Promote regular reviews of workload; - Subsidised gym membership; - Celebration of commemorative days and team activities. | - Satisfaction surveys; - Impact evaluation; - Workers participating in activities. | HR, Internal Communication |
| | Increase awareness and support of mental health. | According to the Society of Psychiatry and Mental Health, Portugal has Europe's second-highest prevalence of psychiatric illnesses (22.9%). Further studies show that around 57% of the Portuguese population presents psychological distress. The impact of COVID-19 on these numbers and our lives is undoubtedly relevant. Despite several benefits, working from home can present new issues related to feeling isolated and disconnected or separating work and home life. FhP's private health insurance plan includes psychological and psychiatric medical appointments. However, more can be done. | - Awareness sessions on stress/workload; - Dissemination and sharing of good practices and experiences in managing workload/stress; - Individual mentoring sessions; - Continue and strengthen the promotion of a sense of comfort and ease at work in which employees feel they can come forward with any mental health concern. | - The number of related illnesses leaves; - HR surveys. | HR, internal leadership team. |
| Promote an inclusive climate | Active encouragement of an inclusive and trustworthy climate. | Inclusivity and trust boost creativity and innovation, helping to keep up with changing markets and technologies. Inclusivity, respect, trust and social safety are evaluated since 2018 in the annual HR surveys. | - Create and disseminate guidelines on gender-sensitive communication, but also on other forms of identity and diversity, including both visible differences (e.g., gender, age, and ethnicity) as well as invisible differences (e.g., personality, work experience and sexual orientation); - Evaluation of social practices to assess if these are welcoming and inclusive for all staff; - Promote discussion within the leadership team to evaluate and improve a leadership style that nurtures trust; - Improve the Code of Conduct by strengthening the policies relating to harassment and dignity at work; - Create media content to better disseminate and explain to the team the content of the documents and mechanisms. | - Continuous monitoring of the results of HR surveys. | HR, Research Management Department, Internal leadership team, Direction. |

| | | | | |
|---|---|---|---|-------------------------------|
| Promote a culture where people can make mistakes. | Social safety and experimenting with new behaviour are encouraged and evaluated annually at FhP. When a team is socially safe, team members feel accepted and treated with dignity and respect. | - Strengthen the promotion of autonomy, ownership, trust and connectedness with the team. | - Continuous monitoring of the results of HR surveys. | HR, internal leadership team. |
|---|---|---|---|-------------------------------|

4.2 Gender balance in leadership and decision-making

| GOAL | MEASURE | MOTIVATION & CONTEXT | ACTIONS | INDICATORS | DEPARTMENTS/ OFFICES |
|---|--|--|---|--|--------------------------------|
| Organizational Leadership Skills. | Evaluate and evolve the skills of decision-makers and leaders. | Continuous improvement. Raise awareness about the positive effects of a safe environment on employees' achievements and mental health and the institution's results. | <ul style="list-style-type: none"> - Evaluate, refresh and expand the related toolbox of the leadership team; training in leadership skills; training in gender equality. - Promote social learning moments where people can learn from others who are in a comparable role (round table, peer-to-peer learning, etc.) within the leadership team and others; - Create and disseminate a document with FhP's leadership vision, where the main principles of openness, trust, personal approach, and collaboration are explicit; - Provide tools to make conversations on personal issues easier. | <ul style="list-style-type: none"> - The number of training and sessions; - Evaluation of the impact of the tools created. | HR, Leadership Team, Direction |
| Pursuing gender equality inside and out. | Gender Mainstreaming. | Incorporating a gender perspective into organizational policies, strategies, and administrative functions to achieve comprehensive corporate gender equality. | <ul style="list-style-type: none"> - Document and assess the inclusiveness of current practices for selection processes of committees and decision-making bodies; - Document and disseminate the career progression process: what is at stake, what are the possibilities, what are the options? - Promote training on gender equality issues for all teams. | <ul style="list-style-type: none"> - Available documents and sessions promoted. | HR, Leadership Team, Direction |

4.3 Gender equality and balance in recruitment and career progression

| GOAL | MEASURE | MOTIVATION & CONTEXT | ACTIONS | INDICATORS | DEPARTMENTS/ OFFICES |
|--|--|--|---|--------------------------------------|--|
| Equality and transparency in recruitment. | Establish regulations and promote good practices in recruitment. | Various studies have shown the existence (and persistence) of implicit gender bias in evaluating research and performance. Recruitment and selection support measures ensure equal chances to develop and advance scientific careers. | <ul style="list-style-type: none"> - Establishing codes of conduct for recruitment (e.g., European Code of Conduct for the Recruitment of Researchers); - Critically reviewing existing selection processes and procedures at all stages and remedying any biases; - Train recruiters on inclusive selection and assessment (de-bias); - Implement processes and tools for blind evaluation of CVs; - Ensuring that search and appointment panels are gender aware; - Disseminate opportunities in women's networks. | - Available documents and processes. | HR |
| Equality and transparency in progression. | Transparency and equal opportunities in career. | FhP's career policy is available to the community and based on the national statutes of the scientific research career (for researchers) and the public system career (for support staff). Additional actions will evaluate and contribute to ensuring equal pay opportunities to all. | <ul style="list-style-type: none"> - Document and disseminate the career progression process: what is at stake, what are the possibilities, what are the options? - Promote an independent equal pay and opportunities analysis; - Create a mentoring programme for younger colleagues; - Raise awareness of opportunities and conditions offered to researchers interested in pursuing a PhD. | - Available documents and actions. | HR, Internal Leadership Team; Scientific Board; Internal Communication |
| | Reintegration of staff after career breaks. | Several changes occur within an organisation and workers during career breaks. Providing the proper support at the right time can help reduce stress and ensure returning employees reintegrate well. | <ul style="list-style-type: none"> - Onboard workers returning from a career break; - Strengthen the promotion of healthy workplace behaviours and climate. | - Satisfaction surveys. | HR, internal leadership team. |
| Increasing visibility and recognition of the team. | Identify and promote opportunities for recognition. | It is of great importance to stimulate individuals and groups to grow professionally and personally by maximising the chances to get recognised in leading networks/societies/academies and enhance the visibility of FhP scientists in diverse fields. | <ul style="list-style-type: none"> - Dedicated staff to identify opportunities for recognition. | - Grants and awards received. | Research Management, Communication & Marketing |

4.4 Integration of the gender dimension into research content

| GOAL | MEASURE | MOTIVATION & CONTEXT | ACTIONS | INDICATORS | DEPARTMENTS/ OFFICES |
|--|---|---|--|--|---|
| Promote Diversity and Inclusion in Research. | Set out the organisation's commitment to incorporate gender equality into its R&I priorities. | An important field for the FhP research centre FhP-AICOS is how to tackle the problem of data bias in AI-related research projects. | <ul style="list-style-type: none">- Establish processes for ensuring that sex and gender analysis is considered in the design and outputs of research, namely in proposal writing;- Raising awareness among researchers, namely at FhP-AICOS, of data bias in AI by promoting discussion groups and inviting external experts;- Integrate existing policies and good practices toward refined methodologies on the integration of sex/gender-based analysis, as well as intersectional analysis, in research and innovation content, as the ones described in the EC policy document "Gendered Innovations 2". (*) | - Available documents and promoted events. | Research Management, Scientific Board; R&D Team |

(*) Link: https://research-and-innovation.ec.europa.eu/news/all-research-and-innovation-news/gendered-innovations-2-2020-11-24_en

4.5 Measures against gender-based violence

| GOAL | MEASURE | MOTIVATION & CONTEXT | ACTIONS | INDICATORS | DEPARTMENTS/ OFFICES |
|---|---------------------------|---|--|--|----------------------|
| Zero Tolerance toward sexual harassment and violence. | Prevention | According to the European Union Agency for Fundamental Rights, one in three women have experienced physical or sexual violence during their adult lives, 32% of all victims in the EU said the perpetrator was a boss, colleague or customer; 75% of women in qualified professions or top management jobs have been sexually harassed, as have 61% of women employed in the services sector. Combating sexual harassment also includes awareness-raising campaigns and tackling the issues of under-reporting and social stigma. | <ul style="list-style-type: none"> - Conduct a dedicated HR survey; - Review and evaluate the need to improve the Code of Conduct by strengthening the policies relating to harassment and dignity at work; - Create media content to better disseminate and explain to the team the range of the documents and mechanisms; - Promote educational programmes about sexual and gender-based harassment, e.g. interactive 'forum theatre', for all staff on expectations, policy and processes, and practical advice on dealing with different situations, such as through 'witness' training. | <ul style="list-style-type: none"> - Available documents, media and programmes; - HR Survey. | HR, Legal |
| | Reporting and prosecuting | FhP strongly condemns any form of sexual harassment and violence and deplores that these acts are too easily tolerated. In addition to the currently available whistleblowing tool, reporting and investigation guidelines will be implemented. | <ul style="list-style-type: none"> - Create reporting guidelines outlining how all members of the organisation can report incidents of sexual harassment, including when they are the victim of harassment or witness harassment; - Create and disseminate an investigation policy, clarifying the investigatory and decision-making process, including time frames. | <ul style="list-style-type: none"> - Available documents. | HR, Legal |

4.6 Monitoring and Planning

Fraunhofer's GEP is a live document that will evolve together with the Organization.

During its creation, the collection of gender-disaggregated data of processes and practices, the internal survey and sessions with the team, allowed to set objectives and targets for the GEP together with a roadmap of actions and measures.

The next step is the implementation phase. To ensure its best implementation, FhP will continue to monitor and report the data collected annually, reviewing the progress in agreement with the GEP aims and objectives. In addition to the training and awareness-raising actions predicted on the plan, the Human Resources and Internal Communication departments will ensure the implementation of the plan and the engagement of the identified offices and departments.

The current document was created together with the Executive Board of Fraunhofer Portugal and has its full support. It is published on FhP's website and will be disseminated and communicated throughout the institution. Regular reports to all FhP community will allow ongoing organizational review of GEP's impact and alignment with the team's vision.

5 Team

Isabel Cortez | Internal Communication

Daniela Bastos | Human Resources

Mariana Pereira | Design

6

Acronym List

Acronym List

| | |
|-----------|---|
| AICOS | Assistive Information and Communication Solutions |
| AWAM | Smart Agriculture and Water Management |
| CCILA | Câmara de Comércio e Indústria Luso-Alemã |
| CT | Connected Things |
| CV | Curriculum Vitae |
| FCT | Fundação para a Ciência e a Tecnologia |
| FhP | Associação Fraunhofer Portugal Research |
| FhP-AICOS | Fraunhofer Portugal AICOS |
| FhP-AWAM | Fraunhofer Portugal AWAM |
| FhP-HQ | Fraunhofer Portugal Headquarters |
| GE | Gender Equality |
| GEP | Gender Equality Plan |
| HCD | Human-Centred Design |
| HR | Human Resources |
| IS | Intelligent Systems |
| IT | Information Technology |
| LGBTQI | Lesbian, gay, bisexual, transgender, queer, intersex. |
| MSc | Master of Science |
| PM | Project Manager |
| PT | Portugal |
| R&D | Research and Development |
| R&I | Research and innovation |
| SDG | Sustainable Development Goals |
| UÉ | Universidade de Évora |
| UP | Universidade do Porto |
| UTAD | Universidade de Trás-os-Montes e Alto Douro |
| WLB | Work-Life Balance |
| SDG | Sustainable Development Goals |

7 Sources

European Commission, Directorate-General for Research and Innovation, Horizon Europe, gender equality: a strengthened commitment in Horizon Europe, Publications Office, 2021, <https://data.europa.eu/doi/10.2777/6773>

European Commission, Directorate-General for Research and Innovation, *Horizon Europe : strategic plan 2021-2024*, Publications Office, 2021, <https://data.europa.eu/doi/10.2777/083753>

European Commission, Directorate-General for Research and Innovation, *She figures 2021 : gender in research and innovation: statistics and indicators*, Publications Office, 2021, <https://data.europa.eu/doi/10.2777/06090>

Gender equality in research and innovation, The Commission's gender equality strategy, https://ec.europa.eu/info/research-and-innovation/strategy/strategy-2020-2024/democracy-and-rights/gender-equality-research-and-innovation_en

RESET – Redesigning Equality and Scientific Excellence Together, Horizon 2020 project, under the topic SwafS-09-2018-2019-2020 - Supporting research organisations to implement gender equality plans, <https://wereset.eu>

Horizon Europe Guidance on Gender Equality Plans (GEPs), <https://op.europa.eu/en/publication-detail/-/publication/ffcb06c3-200a-11ec-bd8e-01aa75ed71a1/language-en/format-PDF/source-232129669>.

<https://sdgs.un.org/goals>

