

ASSOCIAÇÃO FRAUNHOFER PORTUGAL RESEARCH

GENDER EQUALITY PLAN 2026 – 2029

September 2026

FIT FOR EQUALITY

Gender Equality Plan of Fraunhofer Portugal for 2026 – 2029

Associação Fraunhofer Portugal Research
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Introduction

Fraunhofer Portugal remains committed to fostering an inclusive, equitable and respectful working environment where all individuals have equal opportunities to contribute, develop and thrive. As a research organisation operating within the European Research Area, gender equality continues to be understood not only as a regulatory requirement, but also as a key driver of excellence, innovation and organisational sustainability.

Following the implementation of its first Gender Equality Plan (GEP) for the period 2022-2025, Fraunhofer Portugal has undertaken a comprehensive review of its progress and achievements. The present document represents the next stage of this commitment. It updates the institutional gender equality assessment with data collected up to 31 December 2025 and evaluates the implementation, relevance and impact of the measures defined in the previous plan.

The first GEP established a framework for action across key areas identified by the European Commission, including work-life balance and organisational culture, gender balance in leadership and decision-making, equality in recruitment and career progression, the integration of the gender dimension into research and innovation activities, and measures against gender-based violence and harassment. Throughout the implementation period, these actions contributed to strengthening organisational practices, increasing awareness and supporting a culture of inclusion and equal opportunity.

This updated plan therefore serves a dual purpose. Firstly, it provides an evidence-based assessment of the current situation within Fraunhofer Portugal, identifying progress achieved, persistent challenges and emerging priorities. Secondly, it establishes the foundations for a renewed action plan, ensuring that future measures remain aligned with organisational needs, workforce demographics, European policy objectives and evolving best practices in equality, diversity and inclusion.

In developing this revised GEP, particular attention has been given to the analysis of human resources data and organisational practices. The assessment covers representation across governance structures, leadership positions, research and support functions, career progression, recruitment, training, scientific output and other relevant indicators. Where applicable, comparisons with previous reporting periods are included to provide a clearer understanding of organisational trends and developments.

Although this document remains a Gender Equality Plan, Fraunhofer Portugal recognizes that gender equality is closely linked to broader Equality, Diversity and Inclusion (EDI) principles. Consequently, many of the measures and practices described herein have been designed to promote an inclusive workplace that values diversity in all its forms and seeks to provide equitable opportunities for all employees, researchers and collaborators.

As with the previous edition, the implementation of this plan is supported by the Executive Board and relies on the active participation of leaders, managers and employees across all organisational areas. Gender equality is regarded as a shared responsibility and as an integral component of Fraunhofer Portugal's commitment to excellence, social responsibility and the continuous improvement of its workplace culture.

The present document should therefore be understood not as a standalone initiative, but as part of a continuous process of monitoring, learning and improvement, aimed at ensuring that Fraunhofer Portugal remains a workplace where diversity is valued, opportunities are accessible and all individuals are empowered to achieve their full potential.

Introduction

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On behalf of the Executive Board

2 Profile of Fraunhofer Portugal

2.1 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 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 Advanced Water, Energy and Resource Management (FhP-AWAM), founded in 2019 in partnership between the FhG, FCT, FhP, the Universidade de Trás-os-Montes e Alto Douro (UTAD) and the Universidade de Évora (UÉ), located in Vila Real and Évora.

Fig. 01 Fraunhofer Portugal Institutional Background



2.1.1 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.

2.1.2 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.

2.2 Structure and Organization of Fraunhofer Portugal

Governance Structure

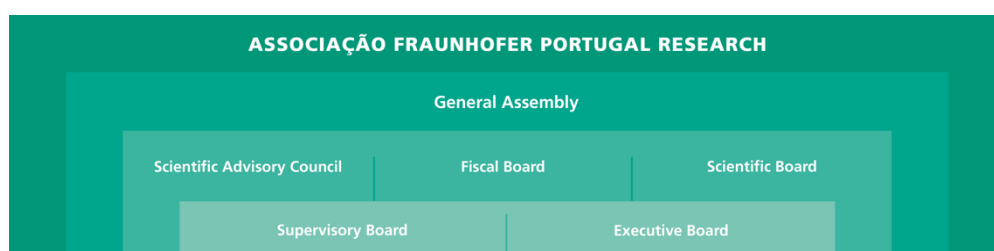


Fig. 02 Governance Structure diagram

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.

2.3 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).

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 Advanced Water, Energy and Resource 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).

2.4 Baseline Assessment and Analysis

2.4.1 Human Resources Data

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:

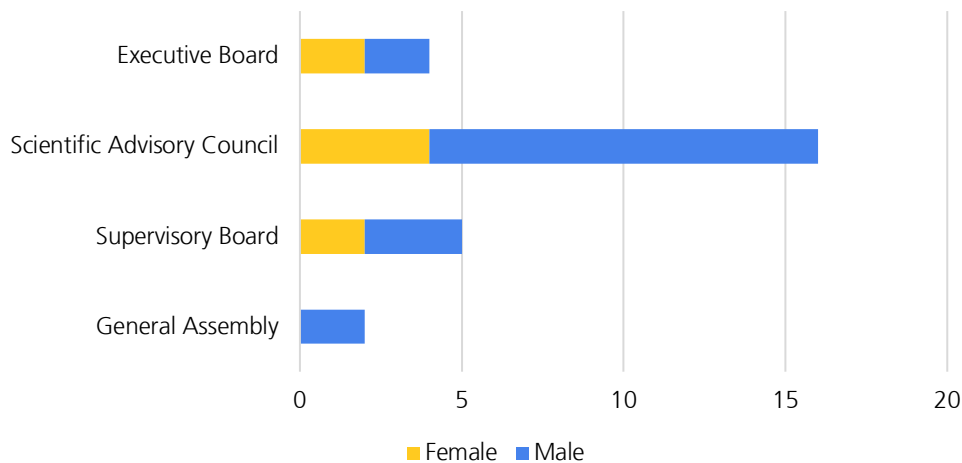
- The proportion of women and men in leadership positions and FhP's internal and external bodies;
- Team size by gender at all levels, including leadership, research centres, supporting offices, and students with a contractual relationship to the institution;
- The professional situation of FhP's collaborators 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, 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.

2.4.1.1 Fraunhofer Portugal Leadership

Considering FhP's governance structure, comprising the General Assembly, the Supervisory Board, the Executive Board and the Scientific Advisory Council, male representation remains higher than female representation across most governance bodies. Nevertheless, a comparison between 2021 and 2025 indicates positive developments towards a more balanced gender distribution in certain boards, particularly in decision-making positions.

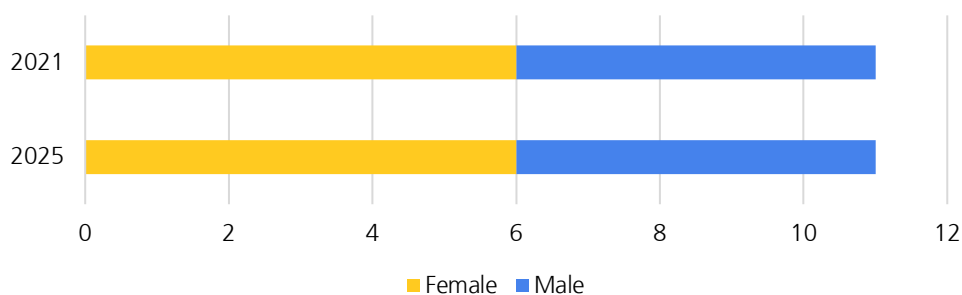
Existing statutes and regulations establish fixed-term appointments for governance bodies, allowing their composition to be periodically renewed and creating opportunities to improve diversity and gender balance over time. Continuous monitoring of these indicators remains important to support the organisation's commitment to equality, diversity and inclusion in leadership and governance.

Governing Boards Leadership (Dec 2025)



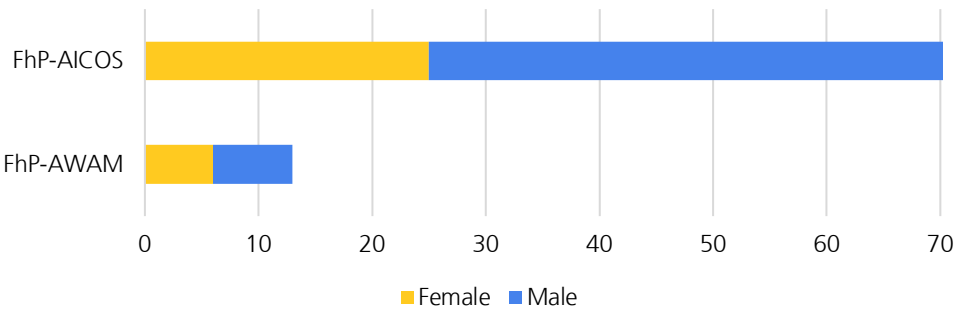
Considering the internal leadership representation, namely the Direction, the Group Leaders, and the Heads of Departments of the three FhP divisions (FhP-AICOS, FhP-AWAM and FhP-HQ), a balanced gender representation can be observed. The comparison between 2021 and 2025 demonstrates that this parity has been consistently maintained, reflecting the organisation's continued commitment to gender-balanced leadership.

Internal Leadership Positions (Dec 2025)



2.4.1.2 Research Teams

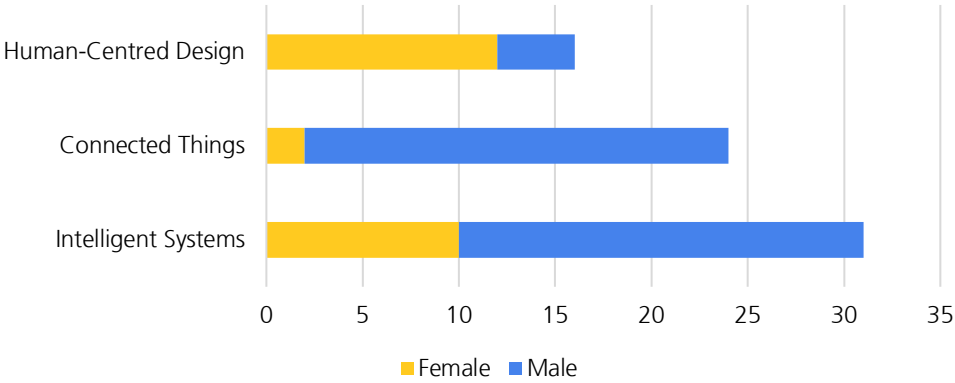
Considering the research teams of FhP-AICOS and FhP-AWAM, the gender distribution differs between the two research centres. While male researchers remain the majority in both teams, FhP-AWAM presents a more balanced gender distribution. In contrast, the higher male representation observed in FhP-AICOS may reflect broader gender patterns within the specific fields and areas of research in which the centre operates.



Research Teams by Centre (Dec 2025)

Given the size of the FhP-AICOS research team, the analysis was further refined by examining the centre's main scientific groups separately. The results show that women are the majority in the Human-Centred Design group, whereas men remain significantly more represented in the Connected Things and Intelligent Systems groups. However, a modest increase in female representation can be observed in some of the more technical research areas, indicating a gradual trend towards greater gender balance.

FhP-AICOS Competence Groups (Dec 2025)

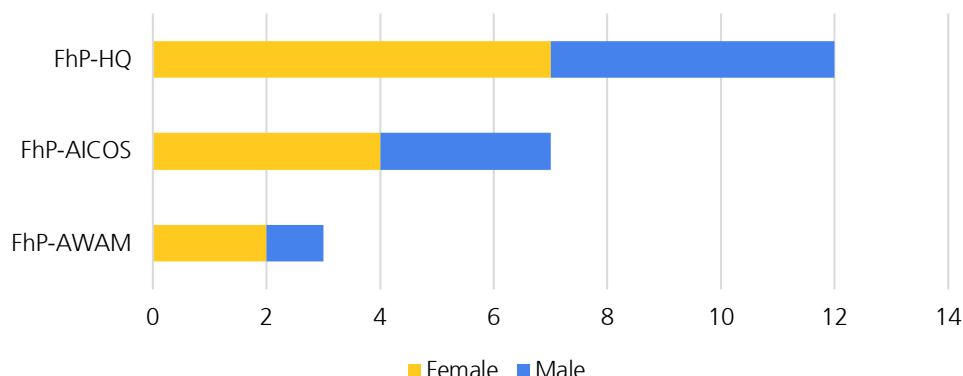


2.4.1.3 Non-Research Teams

FhP's non-scientific teams play a key role in supporting the organisation's research structure and operations. In 2025, female representation exceeds male representation in the support teams of both FhP-AICOS and FhP-AWAM, while FhP-HQ shows a relatively balanced distribution between women and men. These results reflect the significant contribution of women to the organisation's support and administrative functions.

Non-Research Teams by Division (Dec 2025)

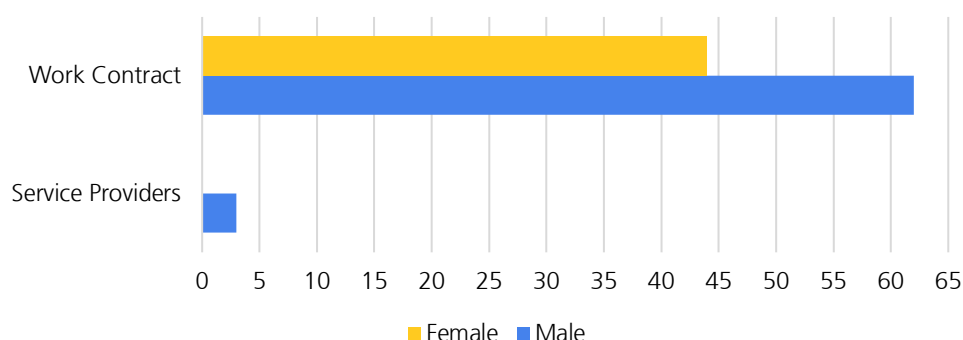
Profile of Fraunhofer Portugal



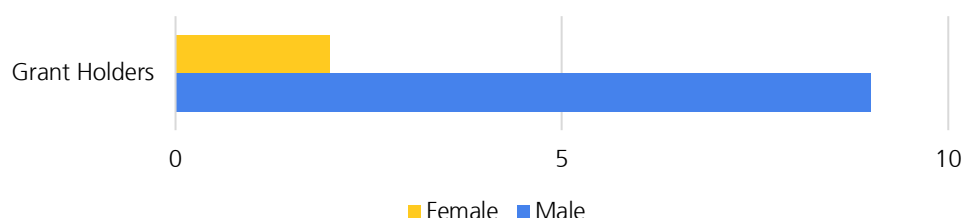
2.4.1.4 Professional Situation

The work contract remains the predominant employment relationship within FhP. Women account for 42% of employees under this arrangement, representing an increase compared to 2021. This evolution suggests a positive trend towards a more balanced workforce and an increased representation of women within the organisation.

Professional Situation (Dec 2025)



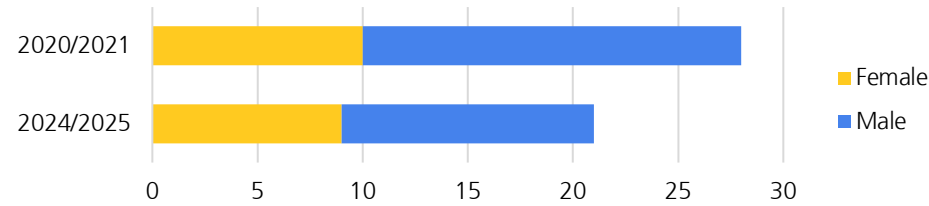
Grant holders represent a relatively small proportion of the overall FhP workforce. In 2025, male grant holders continue to outnumber female grant holders, resulting in a gender distribution that is less balanced than that observed across the organisation as a whole. Given the limited number of grant holders, these figures should be interpreted with caution; however, they highlight the importance of continuing to monitor gender representation in early-stage research positions.



FhP's research centres receive several Master's students every year, who develop their final dissertation projects in areas related to FhP's research and innovation activities. While the total number of students decreased between the academic years 2020/2021

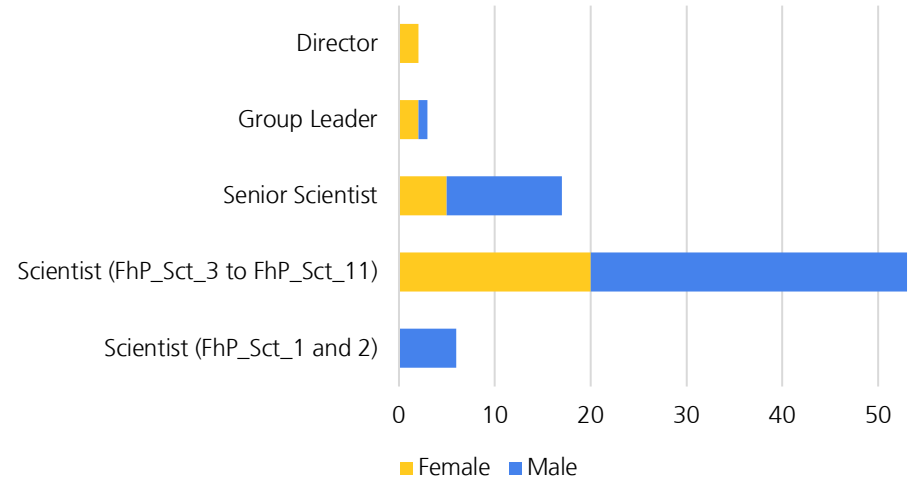
and 2024/2025, the proportion of female students increased from 37% to 43%, indicating a more balanced gender distribution among MSc students.

MSc Students



The scientific career structure reflects the overall gender distribution observed within FhP's research teams, with men representing the majority of researchers across most scientific categories. Women are present at all career stages, including senior and leadership positions, demonstrating continued female participation and progression within the scientific career framework.

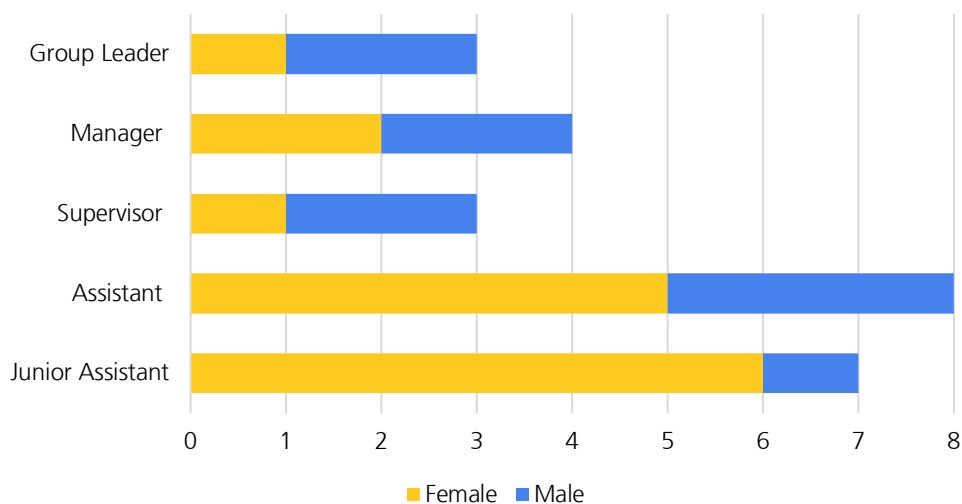
Scientific Professional Careers (Dec 2025)



The support career structure shows a higher representation of women across most professional levels. Women are particularly prevalent in assistant-level positions and are also represented in supervisory, managerial and leadership roles. These results reflect the significant contribution of women to the organisation's support functions and indicate a balanced distribution of career opportunities within this career stream.

Support Professional Careers (Dec 2025)

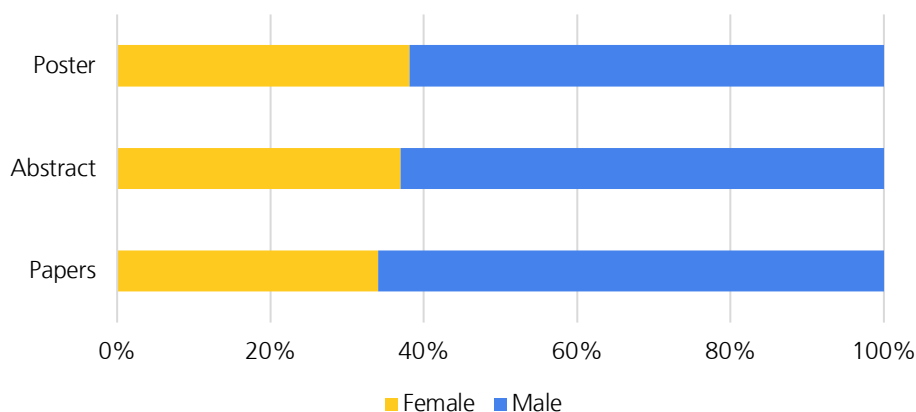
Profile of Fraunhofer Portugal



2.4.1.5 Scientific Publications

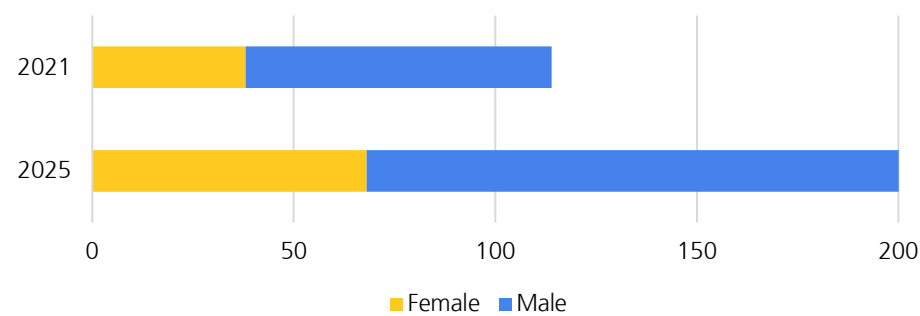
Analysing the scientific production of FhP researchers, including papers, abstracts and posters, male authors continue to represent the majority of scientific outputs. Nevertheless, female researchers contribute substantially across all publication categories, accounting for over one-third of the total scientific production. The relatively similar distribution observed across papers, abstracts and posters suggests a consistent participation of women in FhP's research dissemination activities.

Scientific Publications (2025)



Papers remain the most significant category of scientific output at FhP. In 2025, women contributed to 68 papers, representing 34% of all publications in this category. Although male researchers authored a higher number of papers in absolute terms, the female contribution reflects the growing participation of women in the organisation's research activities.

Scientific Articles (Papers)

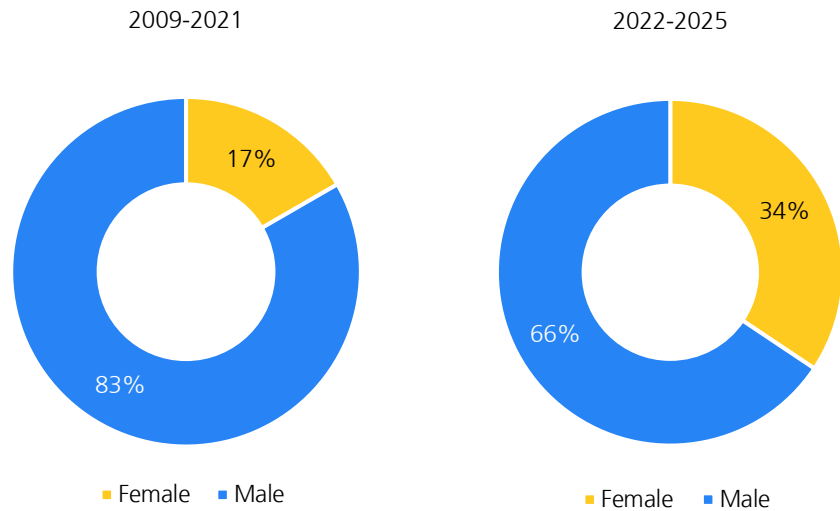


Although female researchers remain a minority within FhP's research teams, their contribution to scientific publications has increased considerably. Between 2021 and 2025, the number of papers authored by women grew from 38 to 68, while the number of female researchers remained broadly stable. This trend suggests a strengthening contribution of women to the organisation's scientific output.

A comparison between publication output and researcher representation further highlights this contribution. In 2021, female researchers published an average of 1.27 papers per researcher, compared with 1.19 among male researchers. In 2025, these figures increased to 2.19 and 1.78 papers per researcher, respectively. While publication performance depends on multiple factors and should be interpreted with caution, these results demonstrate that female researchers continue to make a substantial contribution to FhP's scientific production relative to their representation within the research workforce.

2.4.1.6 Patents

Regarding intellectual property protection, measured through patent inventorship, men remain the majority of inventors across both reporting periods. Nevertheless, the data show a notable improvement in female representation. Between 2009-2021 and 2022-2025, the proportion of female inventors increased from 17% to 34%, demonstrating a substantial reduction in the gender gap in patenting activities. Although further progress is desirable, this evolution reflects a more balanced participation of women in innovation and knowledge transfer outputs within the organisation.



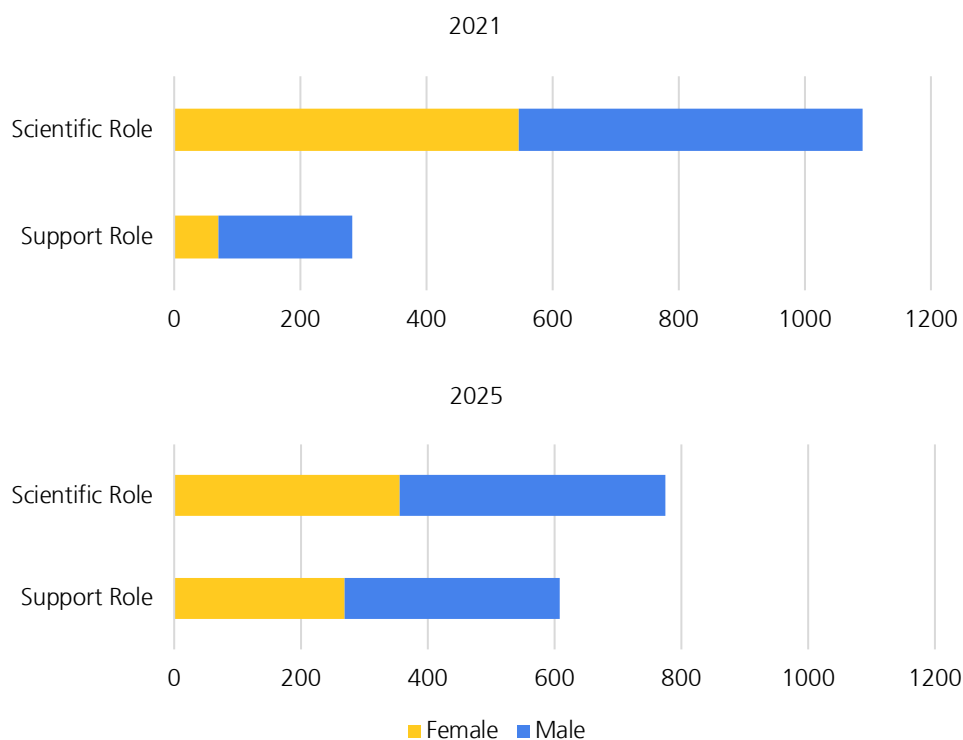
2.4.1.7 Training Hours

Advanced training remains an important component of professional development at FhP. Between 2021 and 2025, the overall number of training hours remained stable, increasing slightly from 1,374.5 to 1,383.5 hours.

The distribution of training hours by gender became more balanced over the period analysed. While men accounted for a larger share of training hours in 2021, particularly within support functions, the 2025 data show a more even participation of women and men across both scientific and support roles.

A particularly notable development can be observed in support functions, where training participation increased substantially for both genders. Female employees accumulated 268.5 training hours in 2025, compared to 70 hours in 2021, while male employees increased from 212.5 to 340 hours. Within scientific roles, training participation remained significant for both women and men, reflecting the organisation's continued commitment to skills development and lifelong learning across all professional areas. Overall, the 2025 results indicate a more balanced participation in advanced training activities between women and men, supporting equal access to professional development opportunities within the organisation.

Distribution of Advanced Training Hours

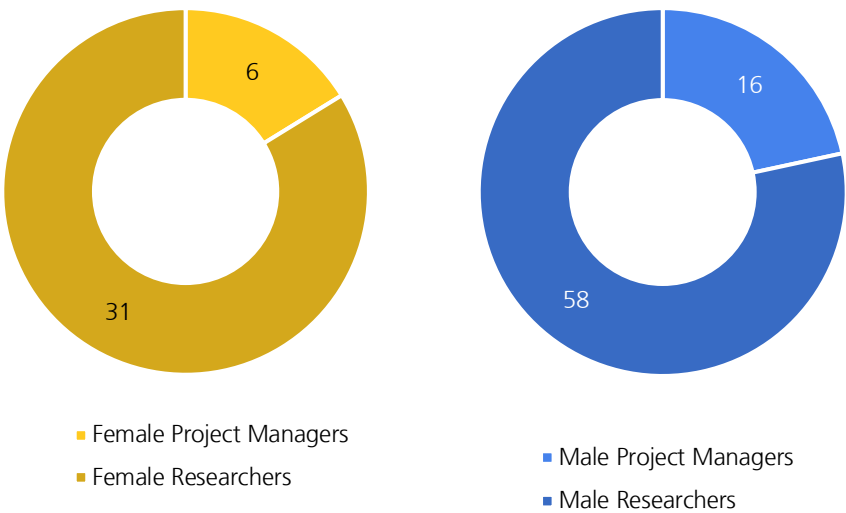


2.4.1.8 Competitive R&D Project Funding

Regarding researchers holding project management responsibilities, the 2026 data indicate a relatively balanced representation between women and men. Approximately 19% of female researchers and 22% of male researchers were involved in leading and managing research projects. These results suggest that women are participating in

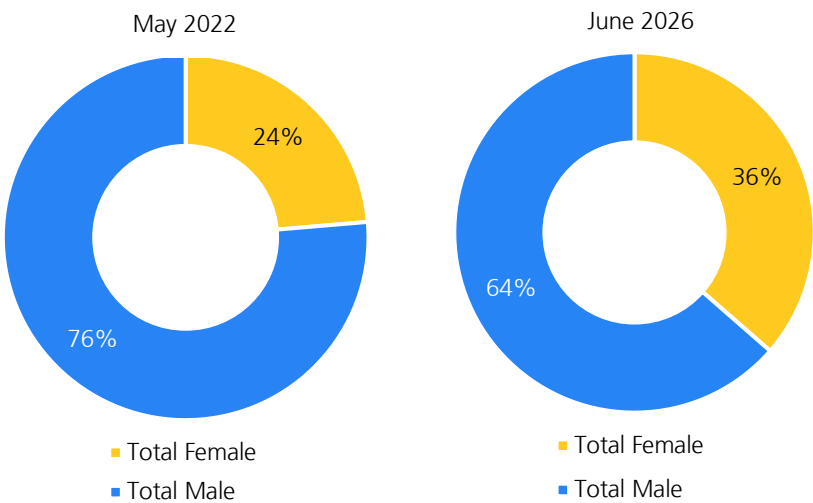
project management roles at a rate broadly comparable to their male counterparts, reflecting equitable access to research leadership opportunities.

Project Managers (June 2026)¹



Similarly, when analysing the funding volume associated with active research projects, men continue to account for the majority of acquired funding. Nevertheless, a positive trend can be observed over time. The proportion of funding associated with female researchers increased from 24% in 2022 to 36% in 2026, representing a significant reduction in the gender gap. This evolution reflects the growing contribution of women to research leadership and project acquisition activities within FhP.

Financing Volume



¹ Project management and funding data are reported as of June 2026 to ensure consistency with the previous GEP, which used May 2022 as the reference date for these indicators instead of December 2021, the reference date applied to most Human Resources data.

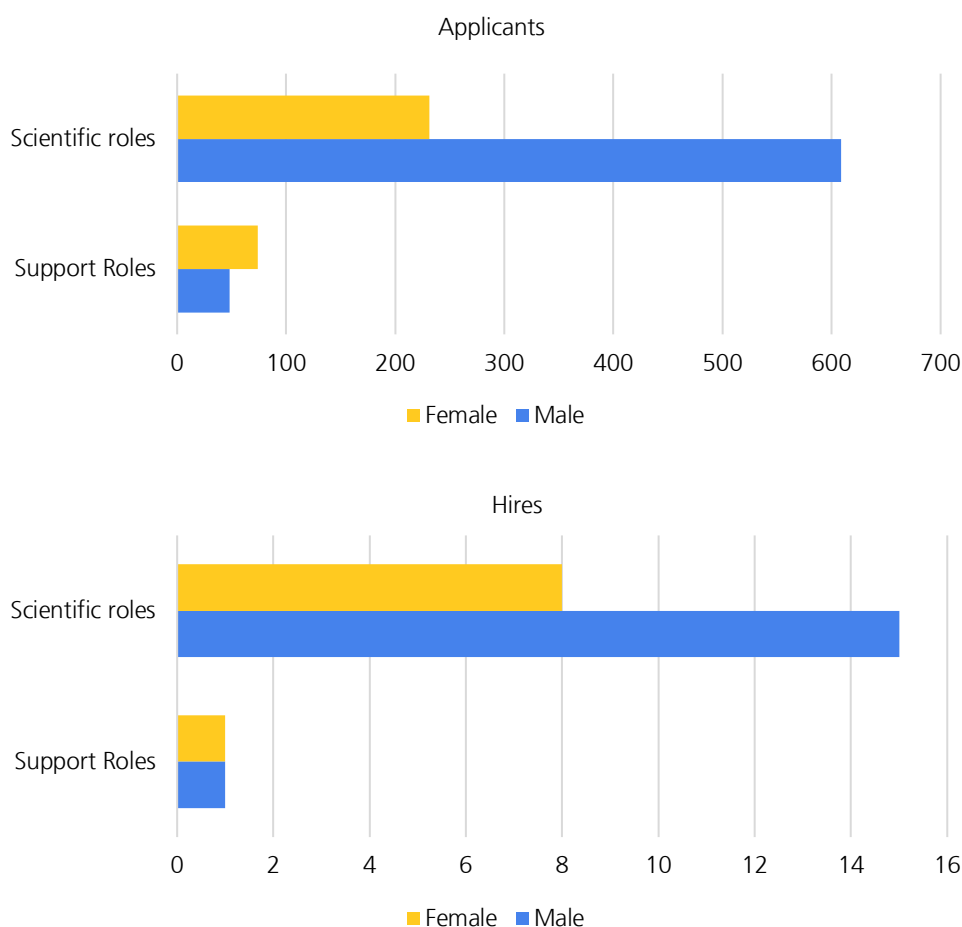
2.4.1.9 Recruitment

In line with the gender distribution observed across FhP's workforce, the number of male applicants for scientific positions remains substantially higher than the number of female applicants. In 2025, scientific roles attracted 609 male applicants and 231 female applicants. Conversely, support roles received more applications from women (74) than from men (48), reflecting the gender patterns observed in these professional areas.

Recruitment outcomes generally mirror the composition of the applicant pool. During 2025, a total of 25 candidates were hired, including 15 men and 8 women for scientific positions and one man and one woman for support roles. Although men accounted for a larger number of hires overall, this largely reflects the higher number of male applicants, particularly for scientific positions.

These results suggest that the main gender imbalance continues to arise at the application stage, particularly within scientific and technological fields, rather than in the recruitment process itself. As in previous years, FhP continues to implement Open, Transparent and Merit-based Recruitment (OTM-R) practices, ensuring that recruitment procedures are conducted fairly, transparently and based on merit, in accordance with applicable national and European funding requirements.

Number of Applicants and Hires for Scientific and Support Roles (2025)



2.5 Equality, Diversity, Inclusion and Work-Life Balance

Promoting equality, diversity, inclusion and work-life balance remains a key component of Fraunhofer Portugal's organisational culture. To monitor employees' perceptions and experiences, Fraunhofer Portugal regularly conducts internal surveys that provide valuable insights into workplace culture, employee engagement and well-being. In 2025, the organisation recorded its highest level of participation in the annual All Hands Survey, reflecting strong employee engagement with organisational matters.

The survey results indicate a generally positive organisational environment. Employees reported high levels of pride in working at Fraunhofer Portugal and highlighted diversity, collaboration and mutual respect as important characteristics of the workplace culture. Respondents also recognised the organisation's strong focus on research quality and its commitment to clients, partners and societal impact.

A particularly positive finding relates to team culture and psychological safety. Employees generally reported feeling comfortable asking for help, raising concerns and sharing ideas within their teams. Trust, respect and appreciation of individual skills were consistently identified as organisational strengths, contributing to an environment where collaboration and inclusion can thrive.

Qualitative feedback further reinforced these findings, with employees frequently highlighting teamwork, collaboration, knowledge sharing, recognition, team-building activities and mutual support as some of the most meaningful aspects of working at Fraunhofer Portugal.

Overall, the results indicate a positive perception of the organisational culture, particularly regarding respect, diversity and inclusion. These findings are aligned with Fraunhofer Portugal's commitment to providing a working environment in which all employees are treated fairly, valued for their contributions and able to participate fully in organisational life, regardless of gender or other personal characteristics.

Furthermore, flexible working arrangements continue to be widely available across the organisation, including remote working practices and flexible working schedules, supporting employees in balancing their professional and personal responsibilities.

This commitment is further complemented by a range of family-friendly measures, including leave provisions that exceed the statutory requirements established under Portuguese labour law. Together, these practices contribute to a supportive and inclusive working environment and help employees achieve a healthy balance between their professional and personal lives.

2.6 Additional Considerations

Fraunhofer Portugal has, since its foundation, sought to foster a welcoming, inclusive and collaborative working environment that enables individuals and teams to develop both professionally and personally.

Over the years, the organisation has implemented a range of measures aimed at supporting employees' well-being, promoting equality of opportunity and facilitating the reconciliation of professional, personal and family responsibilities. These measures have become an integral part of Fraunhofer Portugal's organisational culture and continue to contribute to a positive employee experience.

Key initiatives currently in place include:

- Flexible working schedules, enabling employees to better manage their professional and personal commitments;
- Remote and hybrid working arrangements, supporting flexibility and autonomy in the performance of professional activities;
- Additional leave entitlements beyond the requirements established under Portuguese labour legislation;
- Family-support measures designed to assist employees in managing caregiving responsibilities;

In addition to these measures, Fraunhofer Portugal continues to invest in employee well-being, professional development and organisational culture, recognising that diversity, inclusion and equal opportunities are essential factors for research excellence, innovation and long-term organisational sustainability.

As part of its continuous efforts to foster a respectful and inclusive workplace, Fraunhofer Portugal revised its Code of Conduct in 2026 and adopted a dedicated Anti-Harassment Policy and Procedure, further strengthening its framework for dignity at work, equal treatment, and the prevention of discrimination, harassment and inappropriate behaviour.

The results presented throughout this report, including workforce indicators and employee survey findings, demonstrate the organisation's ongoing commitment to maintaining a workplace where all individuals are treated with dignity and respect, are able to contribute fully to organisational objectives, and have access to opportunities for personal and professional growth.

3 Implementation Review of the Action Plan 2022-2025

The implementation of the 2022-2025 Gender Equality Plan contributed to the consolidation of several existing organisational practices and to the development of new initiatives aimed at promoting equality, diversity and inclusion. Several measures were implemented or integrated into regular organisational practices, particularly in the areas of flexible working arrangements, inclusive culture, recruitment transparency and employee well-being. Other actions were only partially implemented or evolved through alternative organisational initiatives.

During the implementation period, Fraunhofer Portugal continued to strengthen flexible working arrangements, family-friendly policies, leadership development initiatives, transparent recruitment practices, mental health and well-being initiatives, and measures promoting an inclusive and respectful working environment. The organisation also consolidated its Open, Transparent and Merit-based Recruitment (OTM-R) practices, continued monitoring gender-related indicators, and reinforced awareness of equality, diversity and inclusion topics.

The assessment further identified areas where continued attention remains relevant, namely gender balance in scientific careers, representation in research leadership, inclusive organisational culture, career development opportunities, and the integration of diversity and inclusion considerations into organisational practices and research activities.

The experience gained during the implementation of the first GEP has informed the definition of the priorities and actions included in the present plan, ensuring continuity where progress has been achieved while addressing areas where further improvement is desirable.

Summary:

Area	2022-2025 Status	2026-2029
Work-Life Balance	Implemented and ongoing	Continue
Inclusive culture	Implemented and ongoing	Continue
Leadership development	Partially implemented	Reinforce
Recruitment transparency (OTM-R)	Implemented	Continue
Career development	Partially implemented	Reinforce
Gender dimension in research & innovation	Partially implemented	Reinforce
Prevention of harassment	Implemented	Continue

3.1 Key Findings 2022-2025

- Female representation in work contracts increased from 37% to 42%.
- Gender parity maintained in internal leadership positions.
- Female participation in MSc students increased from 37% to 43%.
- Female patent inventorship increased from 17% to 34%.
- Female researchers continue to achieve higher publication output per researcher.
- Female share of project funding increased from 24% to 36%.

4

Action Plan 2026-2029

The implementation review of the 2022-2025 Gender Equality Plan shows that significant progress has been achieved in consolidating equality, diversity and inclusion practices across the organisation. Many of the measures related to work-life balance, organisational culture, employee well-being and transparent recruitment have become embedded in Fraunhofer Portugal's day-to-day practices.

The analysis also highlights areas where further progress remains desirable. In particular, continued efforts are needed to strengthen gender balance in scientific careers and leadership positions, promote equal access to decision-making opportunities, and further integrate diversity and inclusion considerations into research and innovation activities. While positive developments can be observed in several indicators, including project leadership, scientific output and participation in innovation activities, these dimensions continue to present opportunities for improvement.

The integration of the gender dimension into research content received limited attention during the implementation period. Although awareness of the topic has increased through European funding requirements and proposal preparation processes, no specific organisational measures were implemented to systematically promote or monitor the consideration of sex and gender dimensions in research activities. Consequently, this objective remains an area for further development.

Building on the experience gained during the implementation of the first GEP, the following action plan focuses on maintaining successful initiatives while reinforcing actions in areas where progress has been slower or where challenges remain more pronounced.

Strategic Area	Status 2022-2025	Priority 2026-2029
Work-Life Balance & Organisational Culture	Consolidated	Maintain and monitor
Equality, Diversity & Inclusion	Consolidated	Maintain and monitor
Recruitment & Career Progression	Largely implemented	Continue monitoring
Leadership & Decision-Making	Partial progress	Strengthen
Research & Innovation	Limited progress	Strengthen
Gender Dimension in Research & Innovation	Limited implementation	Priority area
Prevention of Harassment & Gender-Based Violence	Implemented	Maintain and reinforce

GOAL	MEASURE	MOTIVATION & CONTEXT	ACTIONS	INDICATORS	DEPARTMENTS/ OFFICES
Maintain an inclusive organisational culture	Promote Equality, Diversity and Inclusion (EDI)	Employee surveys consistently highlight diversity, collaboration, respect and psychological safety as organisational strengths. Continued efforts are required to strengthen inclusion and belonging.	• Continue monitoring organisational climate through regular surveys; • Promote awareness and discussion on EDI topics; • Review communication and organisational practices from an inclusion perspective;	• Survey results; • Participation in awareness initiatives; • Gender and diversity indicators.	HR, Internal Communication, Leadership Teams
Support work-life balance and employee well-being	Consolidate flexible and family-friendly working practices	Flexible working arrangements and family-support measures remain important contributors to employee well-being and engagement.	• Maintain flexible working arrangements and remote work practices; • Continue promoting family-friendly measures; • Support mental health and well-being initiatives; • Promote healthy workload management practices.	• Survey results; • Participation in well-being initiatives; • Use of family-support measures.	HR, Leadership Teams
Promote gender balance in leadership and decision-making	Strengthen equal access to leadership opportunities	Although progress has been achieved, leadership and decision-making remain areas requiring continued attention.	• Monitor gender representation in leadership positions; • Promote leadership development opportunities; • Encourage participation in decision-making and coordination roles; • Raise awareness of inclusive leadership practices.	• Gender distribution in leadership positions; • Leadership training activities.	HR, Executive Board, Leadership Teams
Ensure transparency and equal opportunity in career progression	Support equitable career development	Gender differences remain visible in some scientific career levels, justifying continued monitoring and support.	• Continue transparent career progression processes; • Promote mentoring and career development initiatives; • Monitor career progression indicators and gender distribution across career levels; • Continue monitoring equal opportunities.	• Career progression statistics; • Gender distribution by career level; • Participation in development initiatives.	HR, Scientific Advisory Council, Leadership Teams
Maintain fair and transparent recruitment practices	Reinforce Open, Transparent and Merit-based Recruitment (OTM-R)	Recruitment data suggest that gender imbalances originate primarily at the application stage, particularly in scientific and technological fields.	• Continue applying OTM-R principles; • Monitor applicant and recruitment gender data; • Promote inclusive recruitment practices; • Increase visibility of opportunities across diverse networks when relevant.	• Applicant and hiring statistics by gender; • Recruitment monitoring reports.	HR
Strengthen gender and diversity considerations in research and innovation	Integrate gender and diversity dimensions into research activities where relevant	This area received limited attention during the previous implementation cycle and remains a development priority.	• Raise awareness of the relevance of sex, gender and diversity dimensions in research design and innovation activities where applicable; • Share good practices and relevant guidance documents; • Encourage reflection on bias and inclusiveness in research methodologies and AI-related projects. • Training session on gender and diversity dimensions in research proposals	• Awareness activities promoted; • Guidance documents disseminated; • Examples of implementation where relevant.	Research Management, Scientific Advisory Council, R&D Teams
Maintain a safe and respectful workplace	Reinforce prevention of harassment and discrimination	Fraunhofer Portugal maintains a zero-tolerance approach towards harassment, discrimination and inappropriate behaviour.	• Continue promoting the Code of Conduct; • Maintain reporting and whistleblowing mechanisms; • Raise awareness of respectful workplace behaviours; • Periodically review existing procedures and policies.	• Awareness actions implemented; • Availability of policies and reporting mechanisms; • Survey results.	HR, Legal, Leadership Teams

4.1 Monitoring and Planning

Fraunhofer Portugal's Gender Equality Plan is intended to be a living document that evolves alongside the organisation, its workforce and the wider research and innovation landscape.

The present revision builds on the experience gained during the implementation of the 2022-2025 Gender Equality Plan, combining quantitative monitoring of gender-related indicators with qualitative insights gathered through employee surveys and organisational assessments. This evidence-based approach has made it possible to evaluate progress achieved, identify remaining challenges and define priorities for the next implementation cycle.

The next phase focuses on the execution and monitoring of the actions set out in this plan. Progress will continue to be reviewed through the regular collection and analysis of gender-disaggregated data, as well as through the assessment of relevant organisational indicators relating to equality, diversity, inclusion, career progression, leadership representation and workplace culture. Periodic reviews will support the identification of emerging needs and ensure that actions remain aligned with organisational priorities and European best practices.

The Human Resources department, in collaboration with the Executive Board, Leadership Teams and other relevant organisational units, will oversee the implementation of the plan and promote stakeholder engagement across the organisation. Attention will be given to the continued monitoring of areas where further progress remains desirable, including leadership and decision-making roles, scientific careers, and the integration of gender and diversity considerations into research and innovation activities.

This document has been developed with the support of the Executive Board of Fraunhofer Portugal and reflects the organisation's ongoing commitment to equality, diversity and inclusion. The GEP will remain publicly available and will continue to be communicated internally, ensuring transparency, accountability and continuous organisational learning throughout the implementation period.

5 Team

Team

Ana Campos and António Antunes | Human Resources

Micaela Amaral and Mariana Pereira | Design

6 Acronym List

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 Centre for Assistive Information and Communication Solutions
FhP-AWAM	Fraunhofer Centre for Advanced Water, Energy and Resource Management
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
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

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7.2 Internal Sources

1. Fraunhofer Portugal Gender Equality Plan 2022-2025.
2. Fraunhofer Portugal Employee Survey 2025.
3. Fraunhofer Portugal Activity Report 2025.
4. Fraunhofer Portugal Human Resources Indicators, reference date 31 December 2025.
5. Fraunhofer Portugal internal data on:
 - Governance and leadership representation;
 - Workforce composition;
 - Recruitment and hiring;
 - Career progression;
 - Training;
 - Scientific publications;
 - Patents and innovation outputs;
 - Research funding and project leadership.

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

