

nanoGUNE's Gender-Equality Plan 2024-2027

May 2024



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1. INTRODUCTION

1.1. About nanoGUNE

NanoGUNE is a non-profit association promoted by the Basque Government in 2006. Its mission is to conduct world-class nanoscience research for the competitive growth of the Basque Country.

Nanoscience is science at the nanoscale: the scale of atoms and molecules, going from 0.1 to 100 nanometers. A nanometer is a millionth of a millimeter. The behavior of matter at the nanoscale is very special, thus attracting the interest of scientists from a number of disciplines.

NanoGUNE' research focuses on Quantum Nanoscience, Nanomaterials, and Nanomedicine. In this journey, nanoGUNE has always aimed at promoting gender equality at the center. In 2018, the first gender-equality diagnosis and plan were launched. We then focused on the development of the first Gender-Equality Plan (GEP), and in 2023 we launched the design of the second GEP, which we present here.

1.2. What are gender-equality diagnosis and plan

A gender-equality plan is a systematic and strategic instrument that establishes priorities, objectives (following a thorough *status quo* assessment), and the specific measures to be implemented to achieve gender equality within the organization.

Real equality means equal treatment. It is reflected in the absence of any direct or indirect discrimination based on gender. Direct discrimination exists when a person receives better or worse treatment based on their gender. Indirect discrimination occurs when a particular event affects a significant proportion of persons of the same sex.

This principle brings the idea of differentiation as a necessary mediation for *de facto* equality. Given that this mediation requires opportunities and results, it is necessary to work on equal opportunities, that is, on the right to be treated with dignity.

The objective of equal opportunities is to create a framework for intervention that allows all genders to participate freely in all areas of society under equal conditions, visibility, autonomy, and responsibility. It is a quality term directly related to human rights. It is a tool to achieve, through positive actions, a higher quality of life for women and any other underrepresented gender.

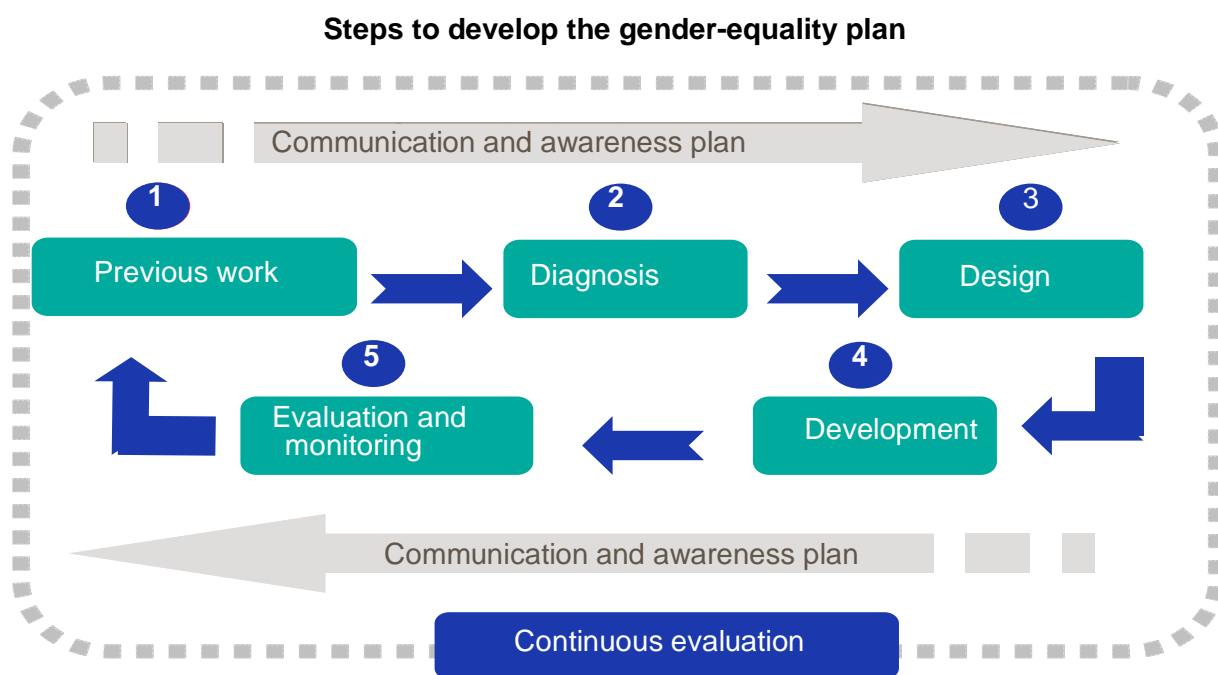
Positive actions are temporary measures, a starting point, and a special treatment to achieve equal opportunities. They are related to other measures, towards a positive discrimination: these are measures that initially guarantee the results. Positive action is a strategy for people with disadvantages at the starting point, in order to reach the level of those with the advantage. In this way, equal opportunities will be achieved at a given time.

These actions are grouped into the so-called positive or equality action plans. They are the political and administrative instruments that structure the objectives and guide concrete actions to achieve equal opportunities.

Gender mainstreaming is the main strategy of the Action Plans. The implementation of the gender perspective implies systematically incorporating, in all phases of planning, the development and evaluation of the situations, conditions, needs and aspirations of women and men, incorporating specific objectives and measures to eliminate inequalities and promote equality in all policies and actions of the organization. Analyzing reality from a gender perspective means:

- To publicize sexist trends in the analysis of the reality of women and any other underrepresented gender.
- To identify structural factors behind the inequality between women and men, detecting all forms of discrimination that generate or reproduce these inequalities and including an intersectional approach.
- To redefine gender relations, making the situation of women visible, considering the needs and interests of women, and valuing women's contribution to society.

All these aspects are analyzed when preparing gender-equality plans. The following are the steps to be taken to prepare the gender-equality plan:



Equality plans represent tools to generate transformation processes. They can be structured by following the phases shown in the image. In this proposal, we consider the first three phases; but once this is done, the initiative should be taken to develop the remaining phases. In the development of all these phases, it will be important to pursue an evaluation of the communication and the steps that are being taken.

1.3. Legal framework

As stated in the initial declaration of **Law 4/2005 of the Basque Country on Gender Equality**, the Convention on the Elimination of All Forms of Discrimination against Women, approved by the **UN General Assembly in December 1979** and ratified by the **Spanish State in February 1984**, proclaimed the principle of equality between women and men. In the 2nd article of that Convention, UN members committed themselves to “ensuring the effectiveness of this principle through laws or other appropriate means”.

The Recast Text of the **Law for the Equality of Women and Men and for the Coexistence without Male Violence against Women**, approved by RD 1/2023 of 16 March, refers to the same subject. Specifically, Article 43 refers to plans and policies for the equality of women and men and states that “consortia, foundations and companies primarily involved in public entities of the Basque Autonomous Community (CAPV, from its acronym in Spanish), in all cases, and private companies of more than 50 workers, in accordance with State regulations, will develop plans incorporating concrete and effective measures to promote the equality of women and men in their internal functioning and in their monitoring”.

Moreover, since the entry into force of the **Treaty of Amsterdam** on 1 May 1999, equality between women and men has become a fundamental principle of the European Union. In accordance with **Article 3.2 of the Treaty of the European Union**, the objective of eliminating gender inequalities and promoting their equality should be integrated into all policies and actions of the Union and its Member States.

Article 9.1 of the Basque Devolution Act (Gernikako Estatutua), referring to the provisions of the Spanish Constitution, proclaims the right to equality and non-discrimination on grounds of sex. Furthermore, Article 9.2.d of the Devolution Act states that public authorities have the obligation to promote the conditions for the equality of persons and groups and to remove barriers to their achievement, to make such equality effective.

In addition, the Basque Parliament, by adopting **Law 2/1988 of 5 February on the creation of Emakunde**, the Basque Institute for Women, as stated in its explanatory statement, considered as a matter of first order the effective elimination of all forms of discrimination against women, the adoption of the necessary measures to promote the intervention of women in all areas of our Community, and a joint action in this field.

In the development of this Law 2/1988, the Basque Government has approved **seven positive action plans for women at the CAPV. These plans reflect the basic lines of intervention of the Basque public administration in relation to the promotion of equality between women and men in all areas of life.**

The successive GEPs approved by the Basque Government have enabled the promotion and development of the measures that **Law 4/2005, of 18 February, for the Equality of Women and Men**, provides for the promotion of equality in the business environment. Article 40 of this law obliges public institutions (depending on the number of employees) to implement plans or measures to promote equality of women and men both in internal and external functioning. It also requires the definition of mechanisms for monitoring and evaluating these plans.

The legal framework on gender equality in higher education, science, and research is precise and comprehensive:

The **Organic Law for Effective Equality between Women and Men (3/2007)** introduced gender equality as a basic principle for public action, applicable to universities and research centers. The Law made it compulsory for institutions and companies with more than 50 employees to adopt and implement gender-equality plans.

Considering the urgent need to adopt measures to guarantee equal opportunities between women and men, the government approved decree **RD 6/2019 of March 2019**. Two subsequent decrees (**RD 901/2020** and **RD 902/2020**) were approved in October 2020. These three decrees together develop

and detail aspects of the **Organic Law for Effective Equality (3/2007)**. RD 6/2019 extends the obligation to approve equality plans to all companies and institutions with more than 50 employees (previously more than 250 employees). It reinforces the rights of equal salary for equal work and work-life balance, and establishes equal (non-transferable) childbirth leave for both parents.

RD 901/2020, on the regulation and registration of gender-equality plans, details the minimum content of such a plan, including a detailed gender diagnosis as a baseline. It establishes the deadlines for companies and institutions with at least 50 employees to approve and implement their plans. It also describes the procedure for negotiation, approval, and public registration of gender-equality plans, including the participation of unions and employees.

RD 902/2020, on equal pay for women and men, establishes mechanisms to identify and correct any discrimination in remuneration. It obliges all companies to have a salary register for all staff, including management and senior staff. Companies with a GEP must include a salary audit in their gender diagnosis. That audit should analyze whether the company's remuneration system, in a transversal and complete way, complies with the principle of equality between women and men.

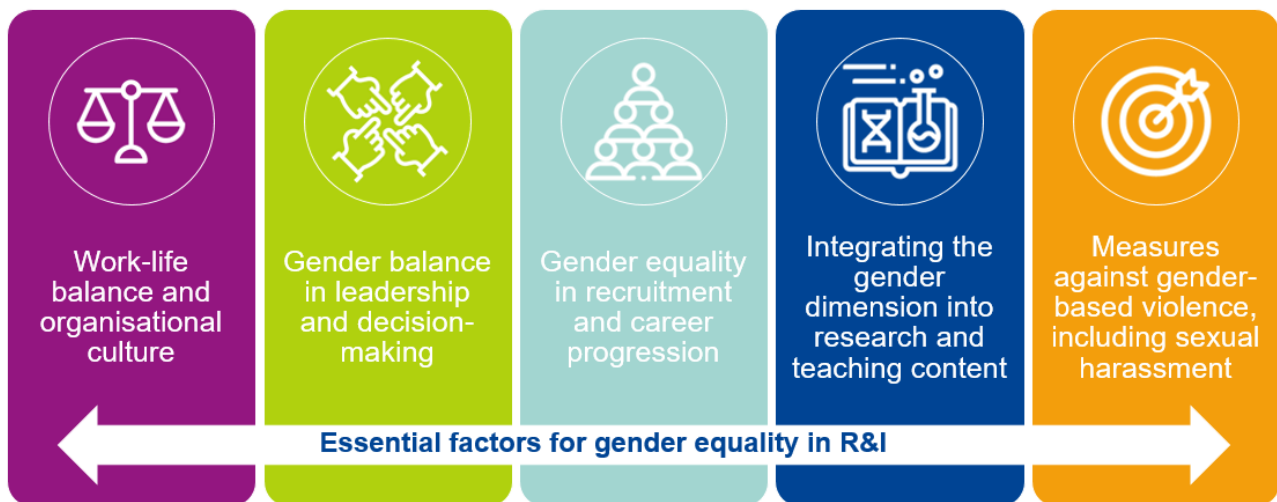
The **Basic Statute of Public Employees (Law 7/2007)** established the need to adopt equality plans in public administrations. Law 4/2007 on Universities (LOMLU) made these mandates more explicit for universities, stating that "within their organizational structures, universities will feature equality units specifically for the promotion and implementation of tasks related to the principle of equality between women and men". The Science, Technology, and Innovation Law (LCTI 14/2011) extended the mandate to adopt GEPs from universities to public research organizations.

The Organic Law for Effective Equality between Women and Men (3/2007) required all ministries to have a gender unit, dependent on their governing bodies. That unit is responsible for developing relevant functions related to the principle of equality between women and men.

In addition to equality units and plans, both LOMLU and LCTI establish gender equality as an overall goal of the Spanish System of Science, Technology, and Innovation, setting out several requirements in respect of recruitment, promotion, and decision-making. Gender parity (40/60 %) is foreseen in nominations to panels, advisory boards, and committees, and the revision of selection and evaluation procedures for recruitment and accreditation is set out, as well as for awarding financial grants, in order to eliminate gender bias, barriers, and gaps. Provisions also seek to achieve greater participation of women in research groups and to integrate gender issues in research.

The eligibility criterion in Horizon Europe sets out GEPs as including mandatory and recommended building blocks:

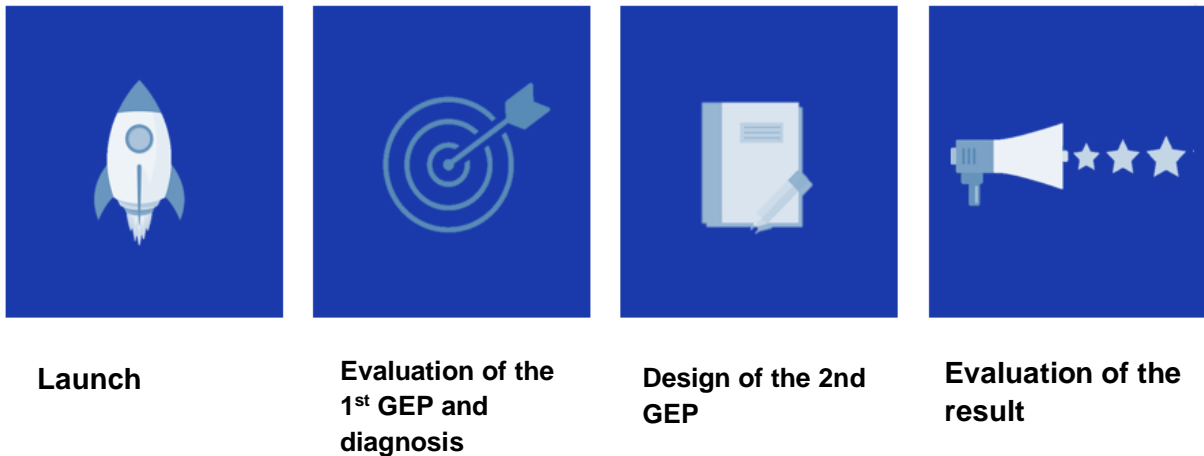
1. Mandatory process-based elements, which represent standard minimum components of action plans to promote gender equality.
2. Recommended content-related elements, which are key gender equality issues that a GEP should seek to address.



Source: [How to prepare a successful proposal in Horizon Europe: Horizontal Aspects](#), presentation by A. Pepin, European Commission, 21 April 2021, Icons - © Flaticon

2. WORKING PROCESS

The design process for nanoGUNE's 2nd GEP was carried out from February 2023 to early 2024. The process had four phases:



The following lines explain more in detail the work that has been carried out during this year from a methodological perspective.

2.1. Methodology

For the methodological design of the process, we considered the basis of the methodology known as IAP (Investigación, Acción, Participación). The objective is to expand the processes of collective reflection and group relationship in order to build positions, projects, and strategies.

In addition, following the criteria set by Emakunde and EIGE (European Institute for Gender Equality), as well as the obligations contained in the latest legal framework, we have designed and developed the process of preparing the diagnosis and launching the 2nd gender-equality plan. In the specific case of EIGE, we have used the so-called GEAR TOOL to design GEPs in academic environments and research institutions.

Data collection was carried out with qualitative and quantitative information. In fact, quantitative indicators represent a very valuable tool to know the starting situation, and by using qualitative information we have tried to better interpret and understand the situation.

The sources of information used for data collection are:

- Quantitative staff data
- Organizational documentation
- Group discussions with co-workers (2)
- Two perception studies carried out in recent years by the organization.

2.2. Structures

In order to lead the design process of nanoGUNE's 2nd GEP, two working structures have been created:

WORKING GROUP

PARTICIPANTS

- NanoGUNE's Director-General and GEP Responsible: Jose M. Pitarke
- NanoGUNE's Outreach Manager and GEP Coordinator: Itziar Otegui
- NanoGUNE's Finance and HR Director: Miren Alberdi
- Technician from Elhuyar

TASKS

- Receive and exchange the necessary information for the implementation of the project.
- Design and channel the internal communication.
- Coordinate and channel project actions.
- Monitor the project and find solutions to potential problems.
- Prepare the meetings of the negotiating commission.
- Assess the process and the outcome.

OPERATION

- This group has **held 7 meetings** throughout the project.

On the other hand, the negotiating commission has been the main structure to agree on the contents of the process. Responding to legal requirements and, at the same time, having an overall view of the project have represented the main criterion for the composition of the group. In this regard, the employee representatives and the director-general have participated as official members:

NEGOTIATING COMMISSION

PARTICIPANTS

The institution's representatives:

- Miren Alberdi Erorqui
- José María Pitarke de la Torre

The employee representatives:

- Lorea Izagirre Alberdi (ELA)
- Edurne Iriondo Odriozola (ELA)

Other participants:

- Itziar Otegui Feliz (GEP Coordinator)
- Naiara Arri Garcia (Thechnician from Elhuyar)

TASKS

- Contrast and discussion of the evaluation and diagnostic.
- Contrast and discussion of the 2nd GEP.
- Approval of the final documents.
- Assessment of the process and the outcome.

OPERATION

- The Negotiating Commission has held two working sessions:



1st Session: presentation, contrast, and elaboration of the evaluation results and draft diagnosis, and identification of priority lines.

2nd Session: analyze and complete the draft of the gender-equality plan.

2.3. Employees participation

Other participation channels have been promoted as well. The negotiating commission has been the main working structure; however, in an effort to build a more participative project, all employees have had two different ways of making comments and/or sharing views on the working documents.

On the one hand, the **Gender-Equality Committee** (GEC) has celebrated three specific meetings in June and September 2023 in order to discuss the 2nd GEP. Along the same lines, GEC members organized an open seminar to socialize the new GEP structure, where any nanoGUNE employee had the chance to make comments and propose specific actions. All those inputs have been considered at the final versions discussed with the Negotiating Committee.

3. MAIN CONCLUSIONS OF THE DIAGNOSIS

Although nanoGUNE's diagnosis has its own report, the main conclusions are:

- NanoGUNE's 1st GEP had a high level of achievement (98%), a framework has been built, and the 2nd GEP should develop ways to deepen in this area.
- NanoGUNE has margin for improvement towards the inclusion of the gender perspective in research.
- Special attention should be paid to ensure a satisfactory relationship between PhD students and their supervisors.
- Strategies should be analyzed to try to increase the number of women in decision-making positions.
- The most recent process for the opening of new groups at nanoGUNE could be taken as an example on how to proceed for an inclusive hiring process.
- The gender perspective should be considered in the training courses, making sure that all courses are transversally gender sensitive, and more employees should be trained on gender issues.
- The ongoing mentoring program for female researchers should be maintained, and further networks should be developed linked to this initiative.
- It could be interesting to check on the data about the use of conciliation measures at the center, as well as on the worries and needs nanoGUNE employees may have.
- The gender perspective should be considered in the prevention plan and detailed job-risk assessment. The pregnancy protocol should also be revised along the same lines.
- It is important to evaluate whether the actual sexual and gender-based anti-harassment protocol is working well or improvements need to be realized.

3.1. Key challenges

After working, analyzing, and reflecting with the employee representatives in the negotiating commission, five main challenges have been identified for the forthcoming years:

1. To deepen on co-responsible conciliation, analyse the needs, and implement possible measures/initiatives.
2. To deepen on the gender-perspective at the structures of the organization through an analysis of the leadership model.
3. To ensure the well-being and empowerment of junior researchers by developing strategies for them to advance in their career.
4. To take steps for the incorporation of the gender perspective in research.
5. To improve on mechanisms to combat sexual harassment and sex-based harassment.

4. SALARY AUDIT

The salary audit carried out by Sayma was aimed at obtaining the necessary information to verify whether nanoGUNE's payroll complies with the effective application of the principle of equal pay for women and men.

4.1. Validity

The salary audit in force will be valid for the whole period of nanoGUNE's gender-equality until the end of 2027.

4.2. Conclusions

The main conclusions of the salary audit are the following:

- The entry "basic salary" in the payslip is "general" and the same for most jobs. This minimum amount is basically the same for all employees, as there is no collective agreement.
- The representation of women at the highest levels of the organigram is limited.
- The salary classification in the area of administration and services needs to be defined.

4.3. Action plan

The proposed action plan is the following:

- **To analyze all selection processes** with a gender perspective and include temporary positive measures in the case of openings where the representation of women is low.
- **To revise the remuneration criteria** defined for all posts and categories by taking into account the conclusions reached in the framework of the job assessment process in the existing remuneration policy.

5. NANOGUNE'S 2nd GENDER-EQUALITY PLAN

5.1. NanoGUNE's 2nd gender-equality plan

NanoGUNE's 2nd gender-equality plan will run for 4 years, from 2024 to 2027, with a total of 59 actions.

The foundation of the GEP is to become part of a collaborative ecosystem in two main senses:

- ✓ **Externally, this means collaborating and networking with other organizations,** learning and being inspired by what others have done and disseminating what nanoGUNE has done (4 actions)
- ✓ **Internally, by promoting collaboration in all areas** (3 actions)

The foundation of the GEP helps us to describe the main purpose, fulfilling the necessary guarantees for its development. The plan foresees four guarantees:

Guarantee	Description	Specifications
1.1. GEP approval	In addition to the official approval and dissemination of the plan, the knowledge of the GEP and the involvement of the different parts of the organization will be necessary for an appropriate implementation.	2 objectives 8 actions
1.2. Dedicated budget	To ensure the proper development of the GEP, it must be ensured that the economic budget is appropriately allocated and that all partners developing the plan have the necessary time and recognition for the work that is being carried out. In parallel, nanoGUNE aims at taking steps to incorporate the gender perspective into the budget.	3 objectives 8 actions
1.3. Data collection and monitoring	Identifying and monitoring the evolution of gender inequalities represents another important part of the plan. In order to develop the appropriate conditions here, the first step will be to agree on the database of all data collection.	2 objectives 6 actions
1.4. Training	It needs to be ensured that all nanoGUNE employees have a minimum level of equality awareness. On the one hand, training represents an important tool for the development of the plan. On the other hand, one needs to ensure that the gender perspective is well integrated into any other training opportunity.	3 objectives 9 actions

NanoGUNE's 2nd GEP is organized in 5 thematic blocks or lines of work that were identified in the conclusions of the diagnosis:

- ★ 2.1. Work-life balance and organizational culture
- ★ 2.2. Gender balance in leadership and decision-making
- ★ 2.3. Gender equality in recruitment and career progression
- ★ 2.4. Integration of the gender dimension into research and teaching content
- ★ 2.5. Measures against gender-based violence including sexual harassment

The objectives and number of actions in each thematic area of the GEP are the following:

2.1. Work-life balance and organizational culture	2.1.1. Working towards a co-responsible center at which employees, no matter their gender identity or social background, feel satisfied with their work-life balance.	4
		4
2.2. Gender perspective in leadership and decision-making	2.2.1. Analyzing the leadership model, towards an inclusive leadership.	3
	2.2.2. Promoting the gender perspective in the leadership and the decision making.	3
		6
2.3. Gender equality in recruitment and career progression	2.3.1. Developing strategies towards the career progression of junior researchers.	2
	2.3.2. Working towards the well-being and empowerment of employees, especially PhD students, for avoiding interferences in their career progression.	3
		5
2.4. Integration of the gender dimension into research and teaching content	2.4.1. Improving the understanding of how the gender perspective should be applied at all working teams.	2
		2
2.5. Measures against gender-based violence including sexual harassment	2.5.1. Guaranteeing the safety of all employees from sexual and/or gender-based harassment.	3
	2.5.2. Working on the prevention of gender-based violence at the center.	2
		5

5.2. The action plan

In the following pages we are presenting the main actions or measures included in nanoGUNE's 2nd GEP as well as the timetable and people who will be responsible for its implementation. In any case, the center will have all this collected in an Excel tool that will be used, as will be explained later, to monitor the implementation of the GEP and prepare the annual management plans.

FOUNDATIONS	PROPOSED INITIATIVES	ACTIONS	RESPONSIBLE	2024	2025	2026	2027
PARTICIPATORY ECOSYSTEM	0.1. Working collectively, getting inspired from others, and spreading our own learnt lessons. The principle/basis of this GEP is to get inspiration and learning from what others are already doing and to self-tailor it to nanoGUNE's specific needs. There is no need to reinvent the wheel every single time.	0.1.1. To be aware of Emakunde's (Basque Institute for Women) and EIGE's (European Institute for Gender Equality) proposals, as well as all kinds of materials developed by ongoing GE (Gender Equality) projects, especially the ones linked to the actions proposed at the thematic blocks of this GEP.	GEP coordinator	x	x	x	x
		0.1.2. To proactively participate at a potential network of Research Performing Organizations (RPO) implementing GEPs in the Basque Country (to be developed).	GEP coordinator	x	x	x	x
		0.1.3. To continue participating at networks such as 'Emakumeak Zientzian', SOMMA Gender Team, and Ikerbasque's Intercenter Forum.	GEP coordinator	x	x	x	x
		0.1.4. To evaluate joining the Gender-Equality Network in Physics at the European Research Area (GENERA), in order to analyze together how to make progress with actions related to the integration of the gender perspective in research.	GEC and Working Group		x		
	0.2. Working towards mainstreaming Gender Equality (GE) at nanoGUNE: Responsibility of the GEP needs to be shared among all different working areas at the center.	0.2.1. To hold individual meetings with people in charge of specific GEP working areas to present the GEP and assign the specific actions to be led within each area.	GEP coordinator	x			
		0.2.2. To make available specific trainings and tools to include the gender perspective or to work with a gender perspective in all different working areas.	Working Group	x	x	x	x

FOUNDATIONS	PROPOSED INITIATIVES	ACTIONS	RESPONSIBLE	2024	2025	2026	2027
		0.2.3. To develop a process logic with 5 main steps: 1) be trained, 2) do a pilot of the proposed prototype, 3) learn from the pilot and improve the prototype, 4) spread the prototype to other sections/areas/processes, and 5) always evaluate to identify improving options.	GEC and Working Group	x	x	x	x

GUARANTEES	OBJECTIVES	ACTIONS	RESPONSIBLE	2024	2025	2026	2027
1.1. GEP approval	1.1.1. Officially approving the GEP, by officially endorsing and publishing it.	1.1.1.1. To officially approve the GEP, sign it, and publish it on the website.	Director	x			
		1.1.1.2. To write yearly reports, (i) including a description and monitoring of the implementation of the GEP Actions and (ii) publishing them on the website.	GEC and Working Group	x	x	x	x
		1.1.1.3. To register the GEP.	GEP coordinator	x			
		1.1.1.4. To proceed with a mid-term evaluation of the GEP implementation.	GEC and Working Group		x		
	1.1.2. Rising awareness of the GEP and having all employees involved in its implementation.	1.1.2.1. To include the GEP on the intranet and send an e-mail to all nanoGUNE employees informing about it.	Outreach Manager	x			
		1.1.2.2. To organize a public session/seminar to present the GEP to all nanoGUNE employees.	GEC and Working Group	x			
		1.1.2.3. To keep including the main highlights of the GEP at the yearly Christmas event and to upload the presentation on the intranet.	Director	x	x	x	x
		1.1.2.4. To revise yearly the GEC's composition.	GEC	x	x	x	x
1.2. Dedicated budget	1.2.1. Securing the necessary resources.	1.2.1.1. To define yearly the necessary resources needed for the development of the GEP.	Working Group	x	x	x	x
		1.2.1.2. To Identify yearly the actual resources dedicated to GE, as a percentage of the general budget, and include it in the yearly reports.	Finance & HR Director	x	x	x	x
	1.2.2 Keeping track of the human resources dedicated to the implementation of the	1.2.2.1. To estimate the time spent on GE by members of the GEC and other working teams.	Finance & HR Director	x	x	x	x

GUARANTEES	OBJECTIVES	ACTIONS	RESPONSIBLE	2024	2025	2026	2027
	GEP and other GE-related initiatives, and recognizing the contribution to the development of the GEP.	1.2.2.2. To recognize the members of the GEC and other working teams for their dedication to GE.	Finance & HR Director		x		
		1.2.3.1. To train the Finance Director on gender budgeting.	Working Group			x	
		1.2.3.2. To develop a pilot process and implement it on a particular type of expenses like, e.g., conference traveling.	Finance & HR Director			x	
		1.2.3.3. To develop a plan on how to extend a gender budgeting to all expenses.	Finance & HR Director			x	x
		1.2.3.4. To summarize the conclusions of the gender budgeting, propose correcting actions if needed, and include them in the yearly report.	Working Group			x	x
1.3. Data collection and monitoring	1.3.1. Identifying and monitoring the evolution of gender bias at the center.	1.3.1.1. To identify the data and indicators that need to be collected and monitored, and analyze them yearly.	Working Group & GEC	x			
		1.3.1.2. To analyze the option of breaking down the data further to enable an intersectional analysis (such as disabilities, age group, minority backgrounds, LGBTIQ community, etc.)	Working Group & GEC		x	x	x
		1.3.1.3. To periodically check the need of further indicators for data collection.	Working Group & GEC			x	x
	1.3.2. Developing a gender-aware data-collection process.	1.3.1.4. To analyze the collected data from a gender perspective and propose correcting actions if needed.	Working Group & GEC	x	x	x	x

GUARANTEES	OBJECTIVES	ACTIONS	RESPONSIBLE	2024	2025	2026	2027
		1.3.2.1. To define how questions about sex and gender should be asked in surveys and other data collections.	Working Group & GEC	x			
		1.3.2.2. To include the analysis and evolution of the most relevant indicators in the yearly report.	Working Group & GEC	x	x	x	x
1.4. Training	1.4.1. Having a gender-aware nanoGUNE community that is sensitive to gender bias and micromachism.	1.4.1.1. To regularly organize awareness-raising campaigns as a tool to promote reflection on gender issues.	GEC	x	x	x	x
		1.4.1.2. To organize awareness-raising training courses about unconscious bias for all staff members.	GEP coordinator	x	x	x	x
		1.4.1.3. To analyze the training offered by Emakunde in the framework of the so-called 'Gizonduz' program aimed at promoting the awareness, participation, and involvement of men in supporting equality between women and men.	Working Group	x	x	x	x
		1.4.1.4. To offer all male employees the opportunity to do the online awareness-raising course on masculinities offered by Emakunde in the framework of the 'Gizonduz' program (5h).	GEP coordinator	x	x	x	x
	1.4.2. Offering all employees tools to communicate in an inclusive way.	1.4.2.1. To revise and communicate/remind the existing inclusive communication guide to all nanoGUNE employees.	Outreach manager	x			
		1.4.2.2. To use EIGE's toolkit on gender-sensitive communication.	Outreach manager	x			
	1.4.3. Offering gender-aware training courses.	1.4.3.1. To work towards the inclusion of the gender perspective in all training courses offered at the center.	Finance & HR Director	x	x	x	x

GUARANTEES	OBJECTIVES	ACTIONS	RESPONSIBLE	2024	2025	2026	2027
		1.4.3.2. To identify further specific gender-equality training needs, as part of nanoGUNE's training plan, and organize new courses if needed.	Working Group and GEC	x			
		1.4.3.3. To inform all GEC members about ongoing public trainings, such as those organized by Emakunde or in the framework of EU projects.	GEP coordinator	x	x	x	x

THEMATIC BLOCKS	OBJECTIVES	ACTIONS	RESPONSIBLE	2024	2025	2026	2027
2.1. Work-life balance and organizational culture	2.1.1. Working towards a co-responsible center at which employees, no matter their gender identity or social background, feel satisfied with their work-life balance.	2.1.1.1. To analyze the various realities that may exist at the center, like dual-career couples, single parenthood, and dependent people.	Finance & HR Director		x		
		2.1.1.2. To organize a focus group to deepen on the various realities that may exist at the center, like dual-career couples, single parenthood, and dependent people.	Finance & HR Director		x		
		2.1.1.3. To analyze whether specific new measures should be considered to improve the existing work-life balance at the center.	Finance & HR Director		x	x	x
		2.1.1.4. To identify possible care support options within existing funding agencies/calls.	Projects Manager		x	x	x
2.2. Gender perspective in leadership and decision making	2.2.1. Analyzing the leadership model, towards an inclusive leadership.	2.2.1.1. To carry out a perception study about inclusiveness in the leadership model of the center.	Finance & HR Director			x	
		2.2.1.2. To analyze and share the perception study.	Working Group			x	
		2.2.1.3. To determine whether specific actions should be implemented to move towards a more inclusive leadership.	Director			x	
	2.2.2. Promoting the gender perspective in the leadership and the decision making.	2.2.2.1. To design strategies to guarantee a gender perspective in all decision-making bodies.	Finance & HR Director		x	x	x
		2.2.2.2. To organize specific trainings and workshops on a gender perspective for directors and group leaders.	Finance & HR Director		x	x	x
		2.2.2.3. To encourage every man at a leading position to do the 'Gizonduz' online training course (25h) on "Masculinidades. Hombres e igualdad: Retos y resistencias".	Finance & HR Director	x			

THEMATIC BLOCKS	OBJECTIVES	ACTIONS	RESPONSIBLE	2024	2025	2026	2027
2.3. Gender equality in recruitment and career progression	2.3.1. Developing strategies towards the career progression of junior researchers.	2.3.1.1. To analyze existing initiatives for the attraction of female researchers.	Working Group		x	x	x
		2.3.1.2. To organize new editions of the ongoing mentoring program for female researchers and consider follow-on networks born from the initiative.	GEP coordinator	x		x	
	2.3.2. Working towards the well-being and empowerment of employees, especially PhD students, for avoiding interferences in their career progression.	2.3.2.1. To monitor whether the relationship between PhD students and their supervisors is satisfactory; and act if needed.	Director	x	x	x	x
		2.3.2.2. To include the gender perspective in the prevention plan and job-risk assessments, and revise the pregnancy protocol along the same lines.	Prevention coordinator		x		
		2.3.2.3. To include psycho-social risks in the prevention plan and create safe spaces to talk about these issues when needed.	Prevention coordinator	x			
2.4. Integration of the gender dimension into research and teaching content	2.4.1. Improving the understanding of how the gender perspective should be applied at all working teams.	2.4.1.1. To organize an introductory workshop on how to include the gender perspective in research and define specific criteria for each working team.	GEP coordinator			x	
		2.4.1.2. To do a pilot plan for the implementation of new criteria.	Working Group			x	x
2.5. Measures against gender-based violence including sexual harassment	2.5.1. Guaranteeing the safety of all employees from sexual and/or gender-based harassment.	2.5.1.1. To adapt and revise the actual sexual and gender-based anti-harassment protocol by considering the new legal requirements from the EU.	GEP coordinator	x			

THEMATIC BLOCKS	OBJECTIVES	ACTIONS	RESPONSIBLE	2024	2025	2026	2027
		2.5.1.2. To evaluate whether the actual sexual and gender-based anti-harassment protocol needs to be further revised.	Working Group and GEC	x			
		2.5.1.3. To communicate to all employees –in a thematic seminar– the revised version of the protocol.	GEP Coordinator		x		
	2.5.2. Working on the prevention of gender-based violence at the center.	2.5.2.1. To organize a specific workshop on the prevention of sexual and gender-based harassment.	GEP Coordinator	x			
		2.5.2.2. To organize awareness-raising actions around November 25th, as a day against gender-based violence.	GEC	x	x	x	x

6. STRUCTURES AND RESOURCES FOR THE IMPLEMENTATION OF THE GEP

6.1. Structures

NanoGUNE, in its commitment to continue working on gender equality, has created a number of working structures to deal with the responsibility and work that the GEP implementation entails for the organization.

On the one hand, the main **responsible** person for ensuring the proper development of the plan will be the director of the center. On the other, the **Coordinator** of the plan will prepare the annual action plan. This person will have this responsibility in his working day and should coordinate with other colleagues for the proper development of the plan. In addition to the responsible and the coordinator of the plan, a so-called working group will be formed.

GEP COORDINATOR

PROFILE

- This person is an employee with a gender focus and trained for it.
- This person has an overview of the center and facilitates the coordination with employees in all areas of activity.

TASKS

- Convene and manage the GEC (if necessary).
- Monitor the degree of compliance of the plan.
- To get trained in equality for the correct performance of their functions.

OPERATION

- This person will closely monitor the plan, integrating it into their daily work. The involvement of their participation here will be of a greater or lesser intensity depending on the actions to be carried out.

WORKING GROUP

PROFILE

- The Director.
- The Coordinator of the GEP.

TASKS

- To make and approve contributions to the annual management plan.
- Create and manage specific working groups to ensure gender mainstreaming.

OPERATION

- The working group will meet periodically, around 4/5 times per year.

In addition, we leave open the possibility of setting up specific temporary working groups to carry out specific work where necessary; in any case, once these specific works have been carried out, the corresponding working group is expected to disappear.

SPECIFIC WORKING GROUPS

PROFILE

- Specific working groups will be responsible for specific actions.
- The members of specific working groups will be people who may be suitable for the development of the specific action.
- Specific working groups will benefit from specialized external advice when required.

TASKS

- To carry out specific work related to the development of the plan.

OPERATION

- They will be created to carry out the specific work and, once done, they will disappear. In any case, the functioning of the specific working groups will be determined after they have been set up, depending on the work to be carried out.

GEC

PROFILE

- GEC members will be nanoGUNE employees.
- The GEP coordinator will be a member of the GEC.

TASKS

- To make contributions to the annual management plan.
- To learn about the development of the plan and make contributions.
- To proactively participate in the implementation of specific actions.

OPERATION

- The GEC will meet twice a year.

6.2. Resources for the development of the plan

NanoGUNE will provide annually the necessary resources for the implementation of the 2nd GEP:

- The working hours of the people that are actively participating in the implementation of the GEP (the GEP coordinator in particular) should be allocated.
- Those individuals that are responsible for the implementation of the plan will be trained and, if needed, will be supported by the services of a consultancy.
- A specific budget will be allocated and monitored every year for the development of the actions of the plan.

OBJECTIVES	QUANTITATIVE (a)	QUALITATIVE (b)
1.1.2. Rising awareness of the GEP and having all employees involved in its implementation.	i.a.2. Yearly number of fields where actions have been implemented. Percentage of employees attending informative seminars/workshops, disaggregated by gender	i.b.3. Number and type of proposals/suggestions addressed through the GEC
1.2.1. Securing the necessary resources.	i.a.5. Economic resources invested on GE per year	
1.2.2 Keeping track of the human resources dedicated to the implementation of the GEP and other GE-related initiatives, and acknowledging the contribution to the development of the GEP	i.a.6. Amount of hours invested on GE per year/person	i.b.4. Ask the responsible people of specific working areas and GEC members about their dedication to GE during the year.

At the end of each year, the sections corresponding to the compliance degree and impact of the plan will be completed and the results will be shared and analyzed in the meetings of the working group and the GEC. In view of this, the GEP management plan for the following year will be defined. These data will be collected in a yearly GEP implementation report.

7.2. Evaluation

The plan will be monitored on a regular basis, by analyzing the degree of development of the action plan, feeding the Excel tool, and working on the topic in the management-plan follow-up meetings.

A mid-term review will be carried **out** to further analyze the development of the plan.

The general evaluation criteria will be as follows:

- **Impact:** internal and external changes promoted by the GEP.
- **Efficiency:** level of achievement of objectives and actions.
- **Coverage:** quantification of the number of beneficiaries of the plan, the participation, and the quality in its development.
- **Implementation:** compliance with the schedule and adequacy of the allocated budget.
- **Quality:** quality of data and information collected in the monitoring and evaluation of the plan.

Finally, after the expiry of the Plan (in 2028), a more thorough assessment will be conducted of the compliance degree and the impact of the plan.

7.3. Modification procedure

The GEC will be responsible for resolving any discrepancies in the implementation, monitoring, review, or evaluation of the GEP. If agreement is not reached on improvements or modifications to be made to the plan, the advise of external experts might be requested.

Annex Management Plan 2024

The actions to be developed in 2024 are the following:

FOUNDATIONS	PROPOSED INITIATIVES	ACTIONS
0. PARTICIPATORY ECOSYSTEM	0.1. Working collectively, getting inspired from others, and spreading our own learnt lessons: The principle/basis of this GEP is to get inspiration and learning from what others are already doing and to self-tailor it to nanoGUNE's specific needs. There is no need to reinvent the wheel every single time.	0.1.1. To be aware of Emakunde's (Basque Institute for Women) and EIGE's (European Institute for Gender Equality) proposals, as well as all kinds of materials developed by ongoing GE (Gender Equality) projects, especially the ones linked to the actions proposed at the thematic blocks of this GEP.
		0.1.2. To proactively participate at a potential network of Research Performing Organizations (RPO) implementing GEPs in the Basque Country (to be developed).
		0.1.3. To continue participating at networks such as 'Emakumeak Zientzian', SOMMA Gender Team, and Ikerbasque's Intercenter Forum.
	0.2. Working towards mainstreaming Gender Equality (GE) at nanoGUNE: Responsibility of the GEP needs to be shared among all different working areas at the center.	0.2.1. To hold individual meetings with people in charge of specific GEP working areas to present the GEP and assign the specific actions to be led within each area.
		0.2.2. To make available specific trainings and tools to include the gender perspective or to work with a gender perspective in all different working areas.
		0.2.3. To develop a process logic with 5 main steps: 1) be trained, 2) do a pilot of the proposed prototype, 3) learn from the pilot and improve the prototype, 4) spread the prototype to other sections/areas/processes, and 5) always evaluate to identify improving options.
1.1. GEP approval	1.1.1. Officially approving the GEP, by officially endorsing and publishing it.	1.1.1.1. To officially approve the GEP, sign it, and publish it on the website.
		1.1.1.2. To write yearly reports, (i) including a description and monitoring of the implementation of the GEP Actions and (ii) publishing them on the website.
		1.1.1.3. To register the GEP.

FOUNDATIONS	PROPOSED INITIATIVES	ACTIONS
	1.1.2. Rising awareness of the GEP and having all employees involved in its implementation.	<p>1.1.2.1. To include the GEP on the intranet and send an e-mail to all nanoGUNE employees informing about it.</p> <p>1.1.2.2. To organize a public session/seminar to present the GEP to all nanoGUNE employees.</p> <p>1.1.2.3. To keep including the main highlights of the GEP at the yearly Christmas event and to upload the presentation on the intranet.</p> <p>1.1.2.4. To revise yearly the GEC's composition.</p>
1.2. Dedicated budget	<p>1.2.1. Securing the necessary resources.</p> <p>1.2.2 Keeping track of the human resources dedicated to the implementation of the GEP and other GE-related initiatives, and acknowledging the contribution to the development of the GEP.</p>	<p>1.2.1.1. To define yearly the necessary resources needed for the development of the GEP.</p> <p>1.2.1.2. To Identify yearly the actual resources dedicated to GE, as a percentage of the general budget, and include it in the yearly reports.</p> <p>1.2.2.1. To estimate the time spent on GE by members of the GEC and other working teams.</p>
1.3. Data collection and monitoring	<p>1.3.1. Identifying and monitoring the evolution of gender bias at the center.</p> <p>1.3.2. Developing a gender-aware data-collection process.</p>	<p>1.3.1.1. To identify the data and indicators that need to be collected and monitored, and analyze them yearly.</p> <p>1.3.1.4. To analyze the collected data from a gender perspective and propose correcting actions if needed.</p> <p>1.3.2.1. To define how questions about sex and gender should be asked in surveys and other data collections.</p>

FOUNDATIONS	PROPOSED INITIATIVES	ACTIONS
		1.3.2.2. To include the analysis and evolution of the most relevant indicators in the yearly report.
1.4. Training	1.4.1. Having a gender-aware nanoGUNE community that is sensitive to gender bias and micromachism.	1.4.1.1. To regularly organize awareness-raising campaigns as a tool to promote reflection on gender issues.
		1.4.1.2. To organize awareness-raising training courses about unconscious bias for all staff members.
		1.4.1.3. To analyze the training offered by Emakunde in the framework of the so-called 'Gizonduz' program aimed at promoting the awareness, participation, and involvement of men in supporting equality between women and men.
		1.4.1.4. To offer all male employees the opportunity to do the online awareness-raising course on masculinities offered by Emakunde in the framework of the 'Gizonduz' program (5h).
	1.4.2. Offering all employees tools to communicate in an inclusive way.	1.4.2.1. To revise and communicate/remind the existing inclusive communication guide to all nanoGUNE employees.
		1.4.2.2. To use EIGE's toolkit on gender-sensitive communication.
	1.4.3. Offering gender-aware training courses.	1.4.3.1. To work towards the inclusion of the gender perspective in all training courses offered at the center.
		1.4.3.2. To identify further specific gender-equality training needs, as part of nanoGUNE's training plan, and organize new courses if needed.
		1.4.3.3. To inform all GEC members about ongoing public trainings, such as those organized by Emakunde or in the framework of EU projects.

FOUNDATIONS	PROPOSED INITIATIVES	ACTIONS
2.2. Gender perspective in leadership and decision making	2.2.2. Promoting the gender perspective in the leadership and the decision making.	2.2.2.3. To encourage every man at a leading position to do the 'Gizonduz' online training course (25h) on "Masculinidades. Hombres e igualdad: Retos y resistencias".
2.3. Gender equality in recruitment and career progression	2.3.1. Developing strategies towards the career progression of junior researchers.	2.3.1.2. To organize new editions of the ongoing mentoring program for female researchers and consider follow-on networks born from the initiative.
	2.3.2. Working towards the well-being and empowerment of employees, especially PhD students, for avoiding interferences in their career progression.	2.3.2.1. To monitor whether the relationship between PhD students and their supervisors is satisfactory, and act if needed. 2.3.2.3. To include psycho-social risks in the prevention plan and create safe spaces to talk about these issues when needed.
2.5. Measures against gender-violence, including sexual harassment	2.5.1. Guaranteeing the safety of all employees from sexual and/or gender-based harassment.	2.5.1.1. To adapt and revise the actual sexual and gender-based anti-harassment protocol by considering the new legal requirements from the EU. 2.5.1.2. To evaluate whether the actual sexual and gender-based anti-harassment protocol needs to be further revised.
	2.5.2. Working on the prevention of gender-based violence at the center.	2.5.2.1. To organize a specific workshop on the prevention of sexual and gender-based harassment.
		2.5.2.2. To organize awareness-raising actions around November 25th, as a day against gender-based violence.