IFOM GENDER EQUALITY PLAN
(2022-2024)

Index

1. ABOUT IFOM

Understanding cancer to be able to cure it. That's IFOM's research approach and, in short, its mission. Since its inception by the Italian Foundation for Cancer Research (FIRC, now AIRC) as a no-profit research organization, IFOM has pursued this goal by conducting high-quality research by international standards to maximize its positive impact on patients and civil society at large. With collaborations from all over the world and more than 24 nationalities represented, IFOM is an international research centre today. IFOM is headquartered in Milan (Italy) but has also labs in Bangalore (India), Kyoto (Japan) and Yokohama (Japan).

2. IFOM AND GENDER EQUALITY VALUE

Cancer is a complex disease that affects millions of people worldwide each year. IFOM was founded with the ambitious goal of understanding the molecular mechanisms underlying the onset and development of cancer by creating technological and human synergies among its founders and other research institutions in Italy and abroad.

Cancer is so complicated that after more than 50 years since the beginning of the "War on Cancer" started with the signature of the National Cancer Act in 1971, the world is making tremendous progress but the war isn't yet won, and people still die. To address the issue, a global research effort is required: no country alone can think to have the resources, the technology and the talent required to win.

IFOM, firmly believes that the human factor is the most important one. The institute works towards the creation of an open-minded, free, stimulating, international and inclusive research environment to attract and retain the best talent suited to achieve our mission.

Cancer research is an "A*ll Hands on Deck*" situation. IFOM needs to gather all talent available without prejudices or discrimination based on nationality, race, color, religion, sexual orientation, disability and, of course, gender. Since its foundation, IFOM has tried to create a research environment that would be as inclusive and attractive as possible for everyone.

IFOM wants to be a research institution where people are treated equally with no discrimination and where each person is appreciated and valued for its work and engagement.

Since the beginning IFOM has tried to address gender inequalities with various initiative such as:
- G Lab: a research laboratory specifically designed and equipped for pregnant or breastfeeding women researchers;
- Kindergarten: work-life balance in research can be challenging, especially when experiments are unpredictable in their evolution. IFOM has therefore signed an agreement with a nursery located close-by taking care of kids from 12 to 36 months. Flexibility helps researchers in their daily work and daily lessons in English help integration of kids coming from abroad.
- Guest house: moving to a new city or country in order to follow a specific scientific career entails some practical duties, such as finding an accomodation, which are extremely time consuming and therefore can hardly be reconciled with the start of a new activity. To tackle this, a guest house is freely available for researchers moving to Milan for the first few weeks.

This Gender Equality Plan (GEP) is a policy document that outlines the framework and actions to be undertaken during the next 3 years (2022-2024) in order to reach our goals and meet the requirements set out by the European Commission through the Horizon Europe initiative.

3. EU STRATEGY ON GENDER EQUALITY IN THE RESEARCH AREA

Gender equality is one of the European Union core values and one of its major priorities across all policies. Furthermore, promoting equality between women and men is one of EU's tasks. The EU Gender Equality Strategy 2020-2025 sets out key actions for the next five years, including an equality perspective in all its policy areas. Key measures of the Strategy are: combating gender-based violence and challenging gender stereotypes; boosting women's economic empowerment and ensuring equal opportunities in the labour market, including equal pay; and giving both women and men the opportunity to lead and participate in all sectors of the economy and political life.

In the last few years, many higher education institutions and research organizations have worked to promote cultural and institutional change by developing gender equality plans and gender mainstreaming strategies (a strategy for the Inclusion of a gender perspective in all policies and processes). The main aims of institutional change are to enhance women's representation and retention at all levels of their scientific careers and to promote the integration of the gender dimension in research and innovation content.

The 2020 European Research Area (ERA) Communication renewed its commitments to gender equality and gender mainstreaming. "The Communication proposes to strengthen gender equality in R&I, through the development of inclusive gender equality plans with Member States and stakeholders and building on the strengthened provisions for gender equality introduced in Horizon Europe. As of 2022, participation in the new Framework Program will require having a gender equality plan for public bodies, research organizations and higher education establishments."[1]

However, despite efforts, the under-representation of women in senior academic and decision-making positions in the EU continues to be a significant issue. While substantial progress has been made in increasing women's participation in research in the past decade, disparities continue to exist, including the authorship of research publications (Elsevier, 2020). Elsevier's latest global analysis reveals progress toward gender parity. However, women still trail men in terms of number of publications and citations: while overall the representation of women in research is increasing, inequality remains. Data show where effort is still needed to ensure equality for women in terms of publication outputs, citations, awarded grants, and collaborations[2].

4. GENDER EQUALITY IN ITALY

According to the Gender Equality Index developed by the European Institute for Gender Equality (EIGE), in 2021 Italy ranked 14th in the EU with 63.8 points (-4.2 points below the EU's score)[3]. Italy's score has increased from 2010 to 2018 by 10.5 points, and its ranking has improved by seven places. However, since 2018 Italy's score hasn't improved (+0,3 points), and the country's ranking has lost one position.

Italy's highest score is in the domain of Health (88.4 points, ranking 11th among all Member States) and particularly where it comes to access to Health Services where it ranks 8th. Italy has shown a significant improvement in the domain of Power which measures gender equality in decision-making positions across the political, economic and social spheres. Here it gained +27 points from 2010 and +3.4 from 2018, thanks to progress in economic decision-making. As a result, Italy has gained eight places since 2010.

However, there is a lot to improve in the domain of Work which measures the extent to which women and men can benefit from equal access to employment and good working conditions. Here, with only 63.7 points,

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[1] Cfr: "She Figures 2021 Gender in Research and Innovation Statistics and Indicators", European Commission
[2] Cfr: "Gender Report 2020: The Researcher Journey Through a Gender Lens", March 4, 2020 - Updated June 7, 2021
[3] Cfr: https://eige.europa.eu/gender-equality-index/2021/country/IT

Italy ranks last among all EU Member states. The situation is particularly difficult in the domain of Participation at Work where Italy ranks 27th with a score of 69.1 points.

To address these concerns, a proposal of Certification for Gender Parity for businesses of any size has been introduced in the national PNRR and is being prepared in detail by the Equal Opportunity Department. The framework, and its regulations, is going to be launched soon. It will allow the recognition of the best business practices so that organizations will be able to take advantage of specific tax incentives and get additional scores in the access to funding and grants.

The higher education sector (HES) is the main source of employment for women researchers in the EU, employing approximatively 55,9% of women researchers. In this context, data show that in Italy the proportion of women among researchers (41,2%) is below the EU-27 (42,3%). Furthermore, the compound annual growth rate (CAGR) for researchers in HES over the period 2010-2018 was positive for women (+1,2%) and negative for men (-0,2%). This is a modest performance compared to the EU-27, where the CAGR for women was 7% and for men 5,8%.

In Italy, women under-35 are more represented than men in HES and the same applies also to the 35-44 age group. Women and men are equally represented in the 45-54 age group. On the other hand, men largely outnumber women in the last 55+ age group.

The distribution of women researchers across various discipline sectors in HES is uneven and has significantly evolved from 2010 to 2018. In the field of medical and health sciences, their proportion increased 33,99% (2010) to 43,1% (2018) with a CAGR of +1,5%. As a result, in 2018 the HES Medical and Health Sciences in Italy sector employed 5472 women and 7225 men.

Data from She Figures 2018 show that in the EU the share of women among academic staff rapidly declines as they advance to higher positions. While the proportion of women students and graduates at Doctoral level is close to gender parity (around 48%), numbers decline considerably at higher positions: 46,6% (grade C), 40,3% (grade B) and 26,2% (grade A).

In Italy, the numbers related to 2018 are 46,77% (grade C), 38,41% (grade B), 23,74% (grade A). Thus, Italy is one of the 14 of the 32 EU countries where men were more than twice as likely as women to hold grade A positions.

More specifically for Medical Sciences in Italy, the proportion of women among grade A staff in 2018 was 17,05%.

What about the structural barriers that impede women's access to top decision-making and managerial positions? The Glass Ceiling Index (GCI) is a relative index comparing the proportion of women in academia (grades A, B and C) to the proportion of women in top academic positions in a given year. A GCI of 1 indicates that there is no difference between women and men being promoted, while a GCI of more than 1 mean that women are under-represented.

The GCI value for the EU was around 1.5 in 2018 (it was 1.6 in 2015).

In Italy the GCI was 1.71 in 2018 (it was 1.60 in 2015).

The proportion of women among head of universities or assimilated institutions in Europe was 17,9% in 2018, an increase from the previous result of 2016 (14,3%) but still far behind other countries such as Sweden (47,1%). In this context, Italy (25,4%) performs better than the EU.

The boards of research organizations can exercise on them an extensive influence. Given this extensive decision-making power, their composition in terms of proportion of women and men is very important. At

EU level, in 2019 31,9% of board members were women, and 24,5% of board leaders were women: a far cry from the 40% gender balance target set out in Horizon Europe.

In Italy, the share of women on boards in 2019 was 24,3%, and 7,7% were board leaders.

In this context, the IFOM engagement and work for the GEP preparation and implementation towards a more balanced culture of gender equality is a significant step towards the requirements for the Certification of Gender Parity System.

5. IFOM GENDER ANALYSIS

5.1 Quantitative analysis

Since its inception in 1998, IFOM has recognized the need to attract talent to strive in the fiercely competitive international research landscape. This ambitious goal implies attracting researchers from other countries and tackling gender issues. This paragraph will focus on the latter, describing the current situation and the institute's actions to reach this point.

The Gender Equality Plan (GEP) preparation is another step that started almost 20 years ago, aimed at making IFOM as inclusive and attractive as possible for people of all genders and nationalities. Supported by an external team of gender experts, the newly appointed GEP Team manager and her working group have started to conduct a quantitative and qualitative gender analysis of IFOM's working environment and personnel.

At the same time, the Team has begun an internal communication activity by introducing GEP's main goals, challenges and implementation phases to an initial audience of staff representatives of all positions and levels, mixing people from IFOM's administration and laboratories at its premises in Milan. This audience will be enlarged successively to include additional internal and external stakeholders.

Quantitative data provided from the HR department helped depict the current IFOM image with numbers disaggregated by positions, gender, nationality and kind of contracts of both Research and Support role positions. Additional data may be included in future revisions of this document.

5.1.1 IFOM Global gender data

Total IFOM personnel: **327**

Fig.1: Number of Research and Support personnel by gender (headcount)

	TOTAL	RESEARCH	SUPPORT
Women	186	150	36
Men	141	119	22
TOTAL	327	269	58

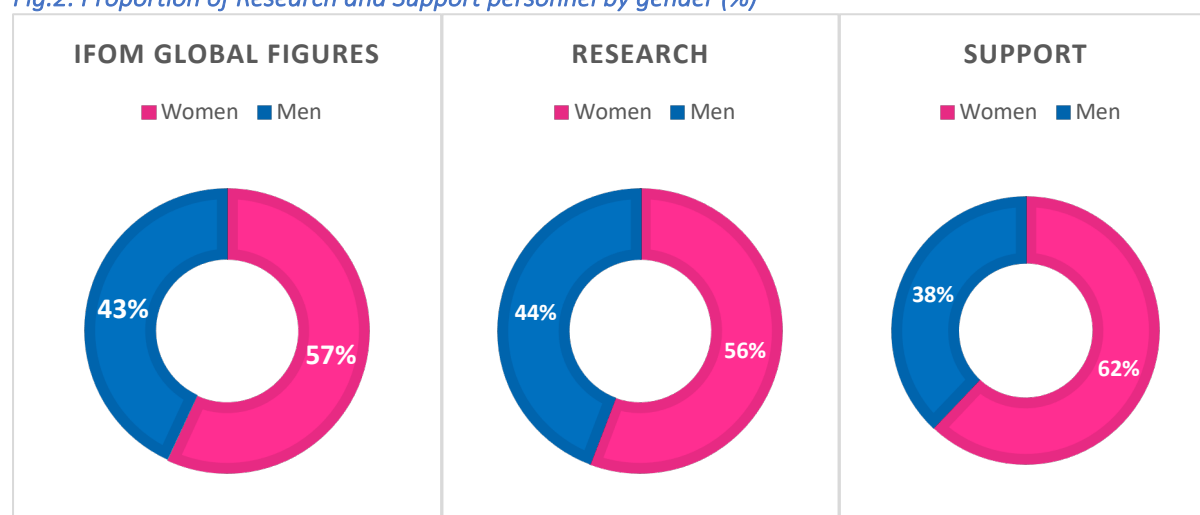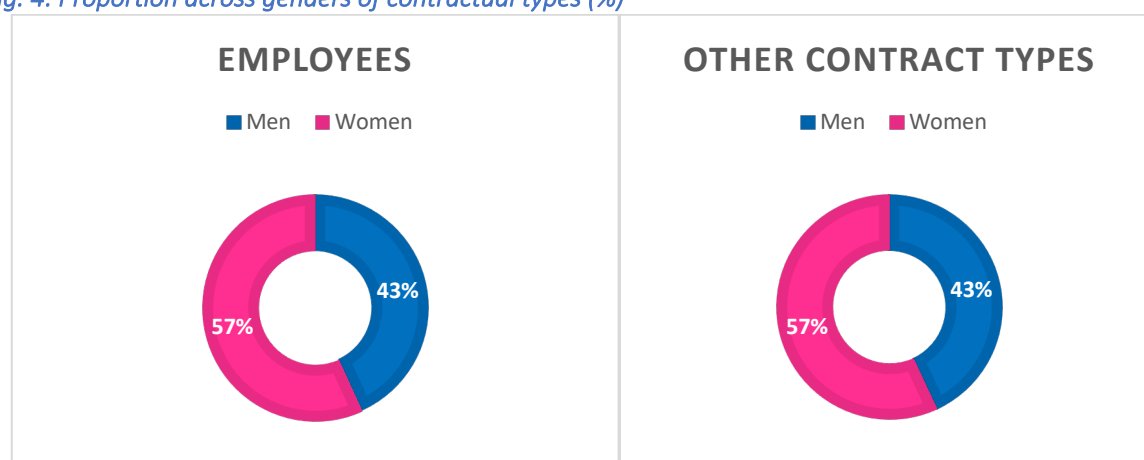*Fig.2: Proportion of Research and Support personnel by gender (%)*

Fig. 3: Contract types for Research and Support personnel (headcount)

	TOTAL	Men	Women
Employees	132	57	75
Other types of contracts	195	84	111
TOTAL	327	141	186

Fig. 4: Proportion across genders of contractual types (%)

5.1.2 IFOM Governance

IFOM is incorporated as a private Foundation under Italian law. Its central statutory bodies were appointed until 2020 by another foundation, FIRC, the Italian Foundation for Cancer Research. Since 2021, FIRC merged its organizational structure and activities with AIRC, the Association for Cancer Research, which will from now on ensure these key appointments, which include:
- the IFOM Chairman, who acts as legal representative for a three-year renewable mandate, and the Vice-Chairman.
- the Scientific Director
- the Administrative Director

The central body of IFOM is the Steering Committee ("*Comitato Direttivo*") which is in charge of passing resolutions on all matters essential for the institute's life and the achievement of its mission. The Committee approves the objectives and the programs of IFOM suggested by the Scientific Director and verifies the overall management results.

The members of the Steering Committee are:
- The Chairman and Vice-Chairman
- The Scientific Director
- The Administrative Director

The Steering Committee can also include a maximum of three additional members co-opted by the Committee.

Fig.5: Governance appointments by gender (headcount)

	TOTAL	Men	Women
Chairman	1	1	0
Vice-Chairman	1	0	1
Scientific Director	1	1	0
Administrative Director	1	1	0
Other members	3	3	0
TOTAL	7	6	1

Fig. 6: Gender proportion in Governance appointments (%)

GOVERNANCE APPOINTMENTS

■ Men   ■ Women

14%

86%
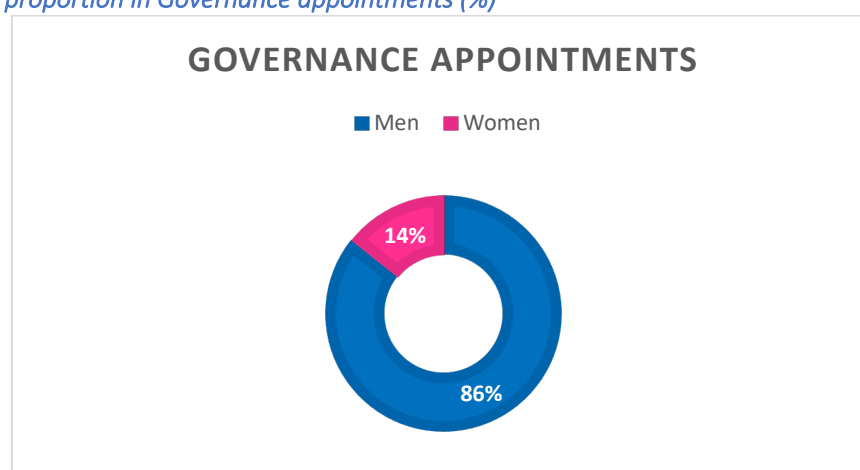
There is a gender unbalance in the appointments of IFOM governance. Addressing this issue will require a discussion with AIRC to create awareness and revise the appointment process so that gender is appropriately considered.

## 5.1.3 Scientific Advisory Board Members

The Scientific Advisory Board (SAB) advises the Scientific Direction and is involved in the scientific reviewing process of the institute. It also carries out the final review of Junior Principal Investigators supported by additional external reviewers when deemed necessary.

The IFOM Scientific Director appoints the Chairman of the SAB. Other members are top scientists internationally renowned in their field, suggested by the SAB Chairman and appointed by the IFOM Scientific Director.

Fig.7: SAB appointments by gender (headcount)

	TOTAL	Men	Women
Chairman	1	1	0
Other SAB members	7	5	2
TOTAL	8	6	2

Fig. 8: Gender proportion in SAB appointments (%)
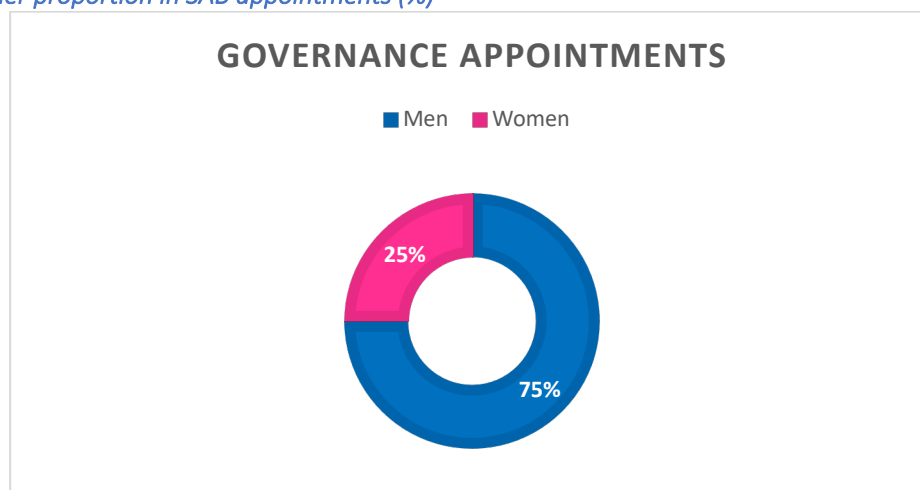
5.1.4 IFOM Researchers

Overall, researchers at IFOM are **269**, mainly divided across the following roles:

- IFOM Senior Principal investigators (Senior PIs) are independent scientists directing a team of up to 15 people. They must conduct high impact research and have a long-term vision, creativity, novelty of approach and progress towards significant scientific goals. Principal Investigators are recruited from a broad spectrum of disciplines to foster multidisciplinary approaches within the institute. They can build their own research. Senior Investigators have permanent appointments but undergo a reviewing process from the SAB every three years. They are expected to write grant applications to be financially independent. This role would be classified as "Grade A" under the She Figures taxonomy.

- Junior Principal Investigators (Junior PIs) benefit from a start-up package that includes three lab members for the first three years of their appointment. Financially speaking, Junior Principal Investigators should become independent through grant applications by the second half of their term. A successful review at the end of the tenure track means upgrading the position from Junior Principal Investigators to Senior Investigators. This role would be classified as "Grade B" under the She Figures taxonomy.

- Units and Technological Development Units (TDUs): Units conduct research on special projects which are considered instrumental for IFOM. TDUs provide state-of-the-art scientific services to IFOM Principal Investigators through staff them at the forefront of their respective technology. Heads of Units and Head of TDUs are classified as "Grade B" under the She Figures taxonomy.

- An IFOM Postdoctoral associate (or "Postdoc") is a scientist working in the lab of an IFOM Principal Investigator to develop their scholarly competence. Postdocs are appointed for a 4-5 years term. The appointment is for scientists who have recently received a doctoral degree (PhD). The Postdoc

appointment is not for long-term, indefinite career appointments. This role would be classified as "Grade C" under the She Figures taxonomy.

- <u>Staff scientists</u> are senior researchers with significant expertise who work in labs headed by Principal Investigators, and they report to him/her. They can lead projects of their own design based on their group's overall research program, train staff, and spend many years in this position. This role would be classified as "Grade C" (if staff scientists hold a PhD degree) or as "Grade D" (if without a PhD) under the She Figures taxonomy.

- The PhD is the highest degree awarded by a university in which students undertake original academic research becoming a doctor of their subject. As such, <u>PhD students</u> at IFOM are young "scientists in the making" who follow an intense four-year training program under IFOM Principal Investigators' supervision. This role would be classified as "Grade D" under the She Figures taxonomy.

- <u>Research Technicians</u> provide technical and experimental support, including setting up, operating and maintaining laboratory equipment. Research technicians give invaluable support to labs headed by Principal Investigators, technological units and centralized facilities. Research technicians with a bachelor's or master's degree are classified as "Grade D", while those holding a PhD are classified as "Grade C" under the She Figures taxonomy.

Fig. 9: Gender distribution by Research Roles (headcount)

IFOM scale	She Figures taxonomy	Men	Women	Total
Senior PI	Grade A	14	5	19
Junior PI, Head of facility	Grade B	18	4	22
Post-doctoral & Staff scientists	Grade C	33	56	89
PhD Students, Researchers and staff without PhD	Grade D	40	66	106
Other	Other	14	19	33
TOTAL		119	150	269

Fig. 10: Gender distribution by Research Roles (%)

IFOM scale	She Figures taxonomy	% Men	% Women
Senior PI	Grade A	11,76%	3,33%
Junior PI, Head of facility	Grade B	15,13%	2,67%
Post-doctoral & Staff scientists	Grade C	27,73%	37,33%
PhD Students, Researchers and staff without PhD	Grade D	33,61%	44,00%
Other	Other	11,76%	12,67%
TOTAL		100%	100%

Fig. 11: Age distribution among researchers (headcount)

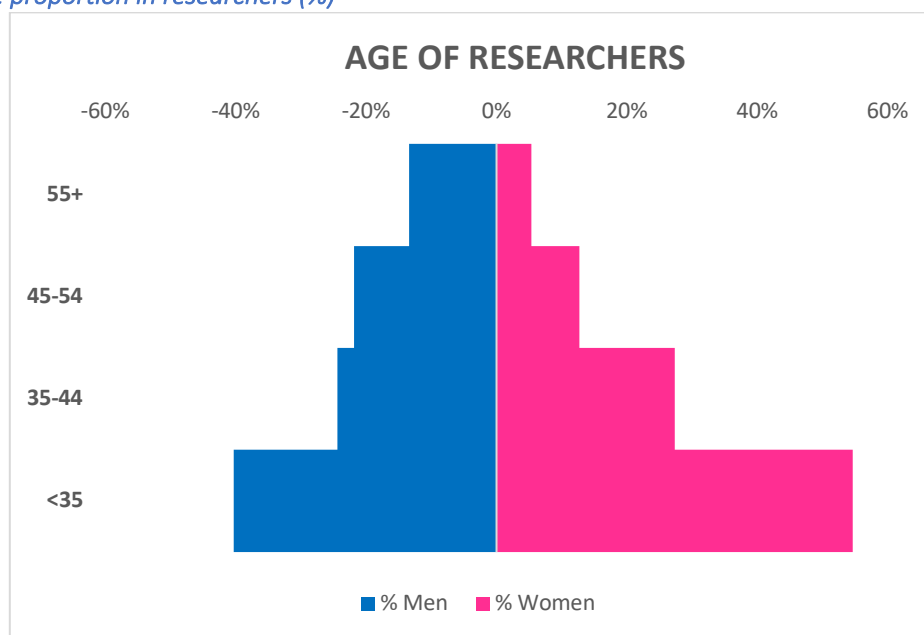| Age distribution among researchers (overall)	Age group	Men	Women	Total
	55+	16	8	24
	45-54	26	19	45
	35-44	29	41	70
	<35	48	82	130
TOTAL		119	150	269

Fig. 12: Age proportion in researchers (%)

Fig. 13: Age distribution among Grade A researchers (headcount)

Age distribution among researchers (Grade A)	Age group	Men	Women	Total
	55+	5	3	8
	45-54	9	2	11
	35-44	0	0	0
	<35	0	0	0
TOTAL		14	5	19

Fig. 14: Age proportion in Grade A Researchers (%)

AGE OF GRADE A RESEARCHERS
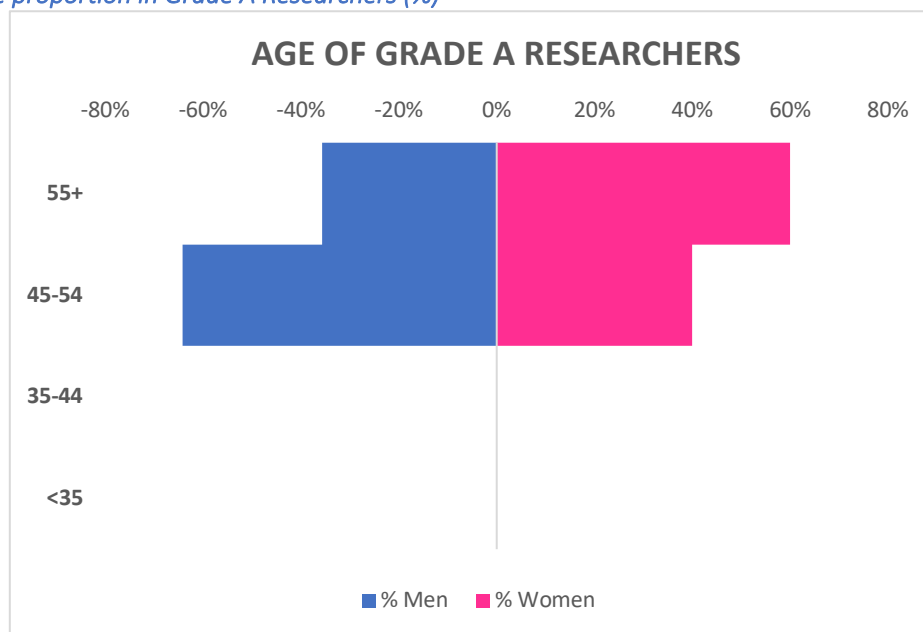
5.1.5 IFOM Support staff

IFOM support staff include the administrative staff and, in general, non-scientific people.

Fig. 15: Support staff by gender and roles (headcount)

	Men	Women	TOTAL
Directors	2	1	3
Middle management	3	5	8
Employees	12	28	40
Workers	3	1	4
Co.co.co	1	1	2
Professional collaborations	1	0	1
TOTAL	22	36	58

Fig. 16: Support staff by gender and roles (headcount)

IFOM Support staff proportion across roles and gender

■ Men ■ Women
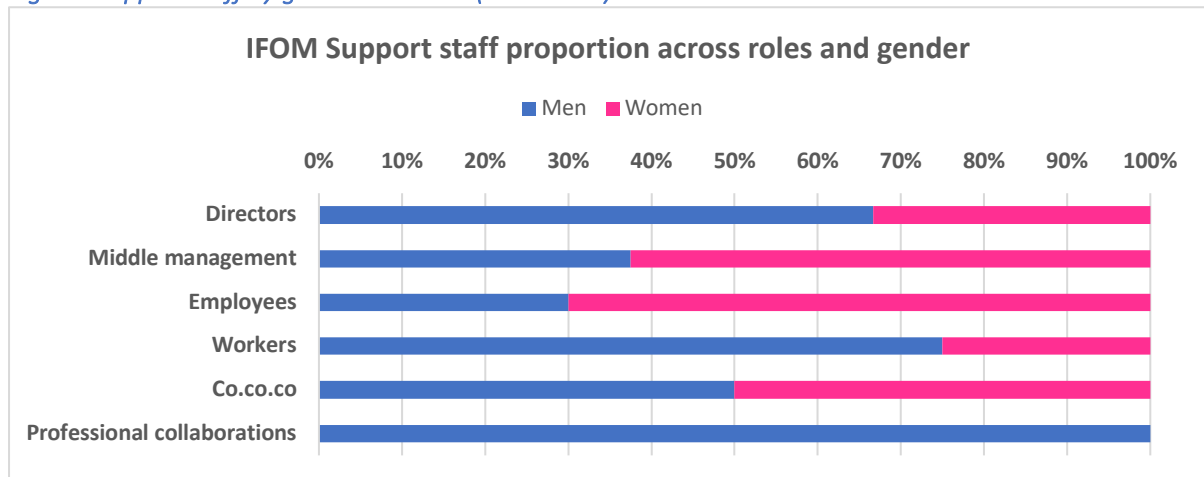
Fig. 17: Support staff distribution by gender (%)

IFOM SUPPORT STAFF

■ Men ■ Women

38%
62%
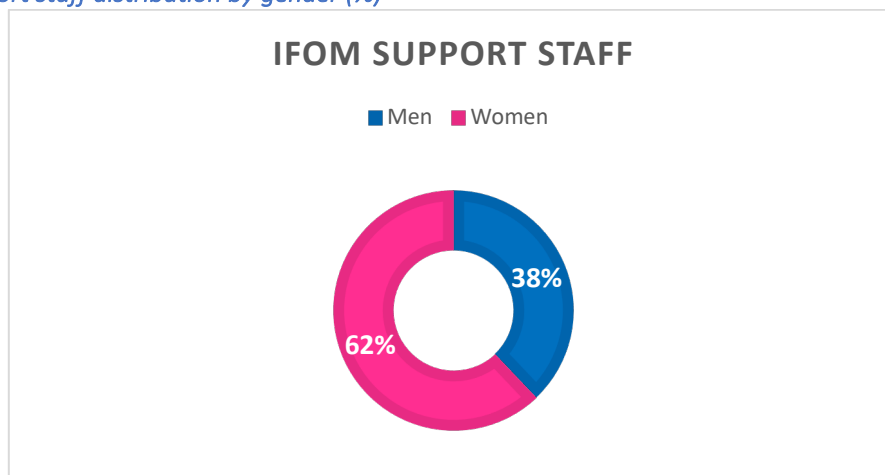
Data regarding Support personnel are pretty balanced at the highest levels (Directors and Middle Management). Women are the great majority of positions.

5.2 GENDER AND WORKING ENVIRONMENT

Qualitative analysis

The numbers seen so far show an unbalanced situation across genders, especially in the top management of the institute (Governance appointments), where men outnumber women. However, these are roles which are not under the direct control of IFOM as they are mainly the result of an appointment process in place in another entity. Furthermore, the same numbers show unbalance in higher research positions (Principal Investigators, both at senior and junior levels) where women are not well represented.

The panel of external gender experts has conducted a series of interviews among administrative and research staff to have an understanding of the working environment that goes beyond what the numbers show. The sample is not exhaustive, and the audience may need to be also enlarged through structured forms to be sent online to gather additional and more robust data.

However, these first interviews allow us to understand some underlying dynamics and gather feedback and suggestions to improve gender equality culture and practices.
The main findings are the following:
- unconscious bias[4] is the most mentioned cause for the present unbalanced situation as the numbers show, seen as the consequence of a widespread culture that values men more than women and that takes shape into very subtle forms of discriminations that become subtle forms of exclusions;
- it is recognized that there is not a direct discrimination but gender unbalance is a result of processes management and non-explicit bias;
- episodes have been reported in which women get less visibility in certain sectors and less often take part to external activities like dissemination of institution results;
- women also feel that they often get tasks of less value but have to work twice than men to get the same appreciation of their work and that they carry out a lot of work that is not their jobs;
- no intersection of specific gender problems with nationality or religion or other diversity have stood out as a problem, taking into consideration of the high number of international staff in IFOM, at all levels. The Welcome Office is working very effectively to deal with all these differences. And no sexual harassment problems have emerged;
- as for a procedure for the consideration of sex and gender in research, no specific awareness and practices have emerged and this is an issue that has certainly to be taken into account.

There clearly is room for improvement and the interviewed personnel deem important to consider the following actions:
1. awareness and training initiatives
2. processes analysis to detect the necessary change measures
3. the adoption of new management practices, where and when necessary

Following these preliminary results and indications, this document will introduce a list of measures to be undertaken for culture and structural changes, divided into the following main areas:
- i)   Institution Policy and Strategies, Governance and Decision-Making
- ii)   Recruitment, Selection, Career Development and Evaluation of Research Excellence
- iii)   A gender approach in Research: Management, Processes, Content, Result and Communication

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[4] Unconscious bias (or implicit bias) is often defined as prejudice or unsupported judgments in favor of or against one thing, person, or group as compared to another, in a way that is usually considered unfair. Many researchers suggest that unconscious bias occurs automatically as the brain makes quick judgments based on past experiences and background. As a result of unconscious biases, certain people benefit and other people are penalized. In contrast, deliberate prejudices are defined as conscious bias (or explicit bias).

6. PROPOSALS FOR CULTURE AND STRUCTURAL CHANGE

6.1 INSTITUTION POLICY AND STRATEGIES, GOVERNANCE AND DECISION-MAKING

MACRO AREA A)	MEASURES AND ACTIONS	IMPLEMENTATION	
		ALREADY DONE/ STARTED	PLANNED FOR
A.1 Institution policy and strategies and its engagement on gender equality	A1.1 Inclusion of the Gender Equality Plan - with quantitative and qualitative data and proposals - in the Programming cycle of the institution A1.2 Publication of gender equality engagement and the GEP on the web site and Internal communication to all staff on IFOM engagement and GEP objectives A1.3 Allocation of necessary funds and human resources appointment for GEP preparation and implementation A1.4 Adoption of routinely gathering and monitoring of disaggregated data by gender and other relevant variables – their analysis and report– including positions and pay levels A1.5 Organization of an information/support as a focal point at disposal of all staff on gender equality that is periodically updating the GEP to be presented to decision-making structures A1.6 Continuous support, as already done, to all personnel following the Covid 19 pandemic, with attention to women and men specific needs	A1.1 A1.2 A1.3 A1.4 A1.6	A1.1 Included and updated every year A1.2 Presentation of the GEP to all staff to continue in 2022 A1.3 Every year A1.4 Every year, increasing data processing A1.5 2023 A1.6 Ongoing according to context

A.2 Governance, top and middle level management visible engagement and accountability	A2.1 - Allocation of tasks and responsibilities for the GEP implementation A2.2 Governance members, top level managers, key actors and middle level staff attend seminars and training on gender equality/diversity/inclusion	A2.1 A2.2	A2.2 By 2024 70% trained
A.3 The gender perspective embedded in the institution culture and management	A3.1 - Revision of daily management procedures and processes to prevent and overcome prejudices, stereotypes based on gender with an intersectional approach A3.2 Creation of guidelines to prevent discrimination in language and images, communication content, personal behaviors A3.3 Adoption of a Code on sexual harassment for its prevention, reporting, support for victims	A3.1	A3.1 By 2023 all processes revised A3.2 2022 A3.3 2023
A.4 Gender balance in Governance members, top and middle level managers and key actors	A4.1 Identification and analysis of the reasons for the under-represented gender and removal of obstacles to more equal participation, as regards: selection and recruitment criteria, gender balanced committees, process transparency, gender awareness of selection and recruitment committee members, pay gaps, … A4.2 Prioritization of hiring and promotion of the less represented gender in cases of equal merits and qualifications A4.3 Organization of training/workshops for the less represented groups to increase empowerment, self-esteem and leadership, improvement of negotiation and management skills to improve positions and career	A4.1	A4.1 2022-2024 Gender balance improved in committees/decision making, pay gaps, by 15 % A4.2 2024 Improvement of gender balance by 10% in hiring and promotion in Research A4.3 2022-2024 70% of addresses trained

6.2 RECRUITMENT, SELECTION, CAREER DEVELOPMENT AND EVALUATION OF RESEARCH EXCELLENCE

MACRO AREA B)	MEASURES AND ACTIONS	IMPLEMENTATION	
		ALREADY DONE/ STARTED	PLANNED FOR
B1 Selection, recruitment criteria and procedures, Career progression	B1.1 - Composition of a selection and recruitment committee that is diverse in terms of gender and other diversity: age, disability, gender identity, race, religion, … B1.2 Seminars and training for all appointed members for selection, recruitment, peer reviews to grant bias free evaluations B1.3 Revision of the Job/position, descriptions to integrate requirements related to gender equality experience, skills, competence, leadership style and characteristics, etc., according to different positions and roles B1.4 Inclusion of gender balance as a criterion, every other condition being equal, for selection, promotion and research funding allocation B1.5 Implementation of a wide internal and external communication policy for vacant positions including a description of all supports for women and families B1.6 Research or Support staff that are in charge of coordinating people and their work, attend a training course on how to do it B1.7 Consideration of maternity, paternity and parental leaves when assessing and evaluating tenure/promotion B1.8 Gathering data and monitoring of the gender ratio of applications and success for: research awards, allocation of research funding, scholarship and prizes, selection-recruitment-hiring, promotion, sabbatical and leaves schemes, … B1.9 - Training, mentoring and coaching to the under-represented gender at all levels on empowerment and leadership - Visibility of female role models		B1.1 2024 Gender balance of 40-60% of members B1.2 2023 70% of members trained (inside or outside) B1.3 2024 B1.4 2022-2024 Ongoing criterion B1.5 Ongoing B1.6 2024 B1.7 Ongoing B1.8 2022-2024 B1.9 2022-2024

			70% of addresses trained
B2 Review of research quality and excellence evaluation culture and practices	**B2.1** Adoption of clearly-defined criteria and revision of the traditional accepted measures of excellence: journal ranking, citation indexes, peer review systems, grant applications, lengthy publication track records (from EC 2012) **B2.2** Adoption of the research excellence standards for any evaluation level: transparency, consistency, accountability, inclusivity		**B2.1** 2023-2024 **B2.2** 2023-2024

6.3 A GENDER APPROACH IN RESEARCH: MANAGEMENT, PROCESSES, CONTENT, RESULTS AND COMMUNICATION

MACRO AREA C)	MEASURES AND ACTIONS	IMPLEMENTATION	
		ALREADY DONE/ STARTED	PLANNED FOR
C1 Sex and Gender dimension in research as a key analytical and explanatory variable, as an excellence criterium	**C1.1** Research staff are mixed and gender balanced at all levels: equal participation of men and women in research teams is encouraged to favor different approaches over and beyond 'group think' **C1.2** Whenever gender is relevant for research quality, validity and utility: - Research hypothesis, ideas and design, questions and content are sex and gender sensitive - The methodology choice is sex and gender sensitive - Data collection, analysis and report are sex and gender sensitive - Dissemination and knowledge transfer phases, statistics, tables, figures, … take into consideration sex and gender differences **C1.3** Scientists are trained in methods of sex and gender analysis by inviting an expert on Gender dimension of research in the field of basic science, organization of seminars/training of gender aspects of research - Presence or non-presence of methods for sex and gender analysis must be considered in all researches - Development, communication and implementation of standards for the incorporation of gender and diversity analysis into basic and applied sciences as part of institutional research excellence standards		**C1.1** 2022-2024 **C1.2** 2022 **C1.3** By 2023 60%of addressees are trained

	- Ensure that Guidelines for gender equality in research excellence standards are communicated to all staff, including publication on institutional websites.	