



Gender Equality Plan



IEECP

INSTITUTE FOR
EUROPEAN ENERGY
AND CLIMATE POLICY

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INTRODUCTION AND PREAMBLE

The EU “[Gender Equality Strategy 2020-2025](#)” (COM (2020) 152 final, 5.3.2020) presents policy objectives and actions with the aim to instil substantial progress towards gender equality by 2025. The main goal is to have a Union where women and men, girls and boys are free to follow their selected path in life and have equal opportunities. The strategy uses a dual approach, whereby gender mainstreaming is combined with other targeted actions, while intersectionality remains a horizontal principle for its implementation. The key principles for this strategy are:

- End gender-based violence;
- Challenge gender stereotypes;
- Close the gender gap within the labour market;
- Attain equal participation across different sectors;
- Tackle the gender pay and pension gap;
- Tackle the gender care gap;
- Attain a gender balance in decision-making and politics.

More recently, the [Ljubljana Declaration on Gender Equality in Research and Innovation](#), in the scope of the Slovenian Presidency of the Council of the EU, reinforces that “*achieving gender equality is one of the core and shared values of the new European Research Area (ERA). Combatting existing gender inequalities has the full support of the endorsing parties of the Ljubljana Declaration, to ensure that Research and Innovation (R&I) policies on all levels, European, national, and regional, are fair and inclusive in the broadest sense, through open and transparent involvement of all relevant actors. We stress the importance of gender equality objectives, including gender equality in research careers, gender balance in decision-making, and the integration of the gender dimension in research and innovation content. We recognise gender equality as a driver for optimal and sustainable research and technological systems. We, therefore, must ensure that gender equality and inclusiveness are central to the Pact for R&I in Europe, and across its links with complementary European initiatives such as through higher education, innovation ecosystems, international cooperation and Cohesion policy funds.*”

IEECP is still a young organisation: launched on end of 2015 with a team of 2, it now exceeds, almost 8 years later, 31 employees.

Realising the need to have more guidance in key aspects, including a plan for gender equality and diversity ensuring equal opportunities for all employees and stakeholders, IEECP develops in 2023 its first Gender Equality Plan (GEP). These aspects were though already intrinsic to the organisation’s working culture. In 2022, a handbook was developed for employees to get to know the organisation’s working culture, which also included chapters on harassment, and equal access to employment and internal growth.

In this document, we lay down the existing practices and have a look forward at what could be implemented in the coming months/years, especially to strengthen the sustainability of planned measures.



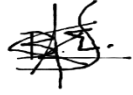
It is important to note that IEECP does not have an office from where all employees work together, as all employees mostly work remotely (from home or other chosen remote office

location) and from various countries. Some measures are therefore applied differently than in other large organisations, universities, or research institutes.

You will read in this document how IEECP approaches gender equality in recruitment, appraisals, and career management, access to information and training on the topic, and monitoring processes.

This document is always public and accessible on IEECP's website. It aims to promote good practices within the scope of gender equality, to attain the defined gender equality objectives set in this document.

Written by the Operations and Team Manager, Marine Faber Perrio and approved by the IEECP Board of Directors in Amsterdam, August 2023, after an internal process of feedback to improve the draft version.

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INTRODUCTION, CONTEXT, AND OBJECTIVES

As laid down in the organisation's handbook and IEECP's internal strategy, the overall strategic goals of the organisation are plural and indivisible from its mission:

- Share pragmatic results as well as innovative ideas providing policymakers, and all private and public decision-makers, independent expertise and science-based research to support their work towards the energy transition and a sustainable future.
- Convene partners to deliver successful projects.
- Gather and share policy and technical analysis, investigating business models, and providing policy recommendations.
- Communicate in a simplified way project outcomes to various audiences.

The organisation's *internal* objectives are:

- Carefully monitor the growth to focus on contracts' stability.
- Allow employees to grow inside the organisation (from junior positions to senior or managerial) and outside, with roles such as board memberships, teaching, or volunteering supported.
- Focus during the hiring process on promising (early or late) career professionals based on:
 - a) work ethic/conscientiousness,
 - b) knowledge and experience in the field,
 - c) independence,
 - d) a suitable university degree,
 - e) proven writing and analytical skills,
 - f) fit with the existing team and the ability to work remotely.
- Offering part-time employment to those who need it (for family or health reasons).
- Promote work-life balance and remind regularly to employees the importance of it.
- Promote gender equality in own-organised, or partner-organised events, in panels, or in access to research (e.g., authoring publications, etc.).

Gender equality contributes to achieving the overall strategic goals of the organisation (e.g., attracting talented personnel, etc.). To ensure Gender Equality in the Academia and Research Action (GEAR), IEECP considered important to align below GEP objectives with the overall strategic and internal goals:

- Increase gender equality in all careers, with special focus on research careers.
- Increase gender balance in decision-making positions.
- Improve awareness and training on gender issues across the organisation.
- Challenge gender stereotypes and attain equal participation across different functions.
- Tackle the gender pay and care gaps.
- Improve the work-life balance of all employees.
- Integrate the gender dimension in research and innovation content.
- Prevent and combat gender-based violence and harassment.

This plan therefore lists areas where work can be done and suggests adequate measures and practices to be implemented within the organisation.

GENDER STATEMENT AND INCLUSION OF RULES IN IEECP'S EMPLOYEE HANDBOOK

The need for gender mainstreaming stems from persistent inequalities in the distribution of power and access to services and opportunities between people of different sexes and/or gender identities. This affects the understanding and perception of climate change dynamics and impacts, as demonstrated, and advocated in the literature at the European and the international level. Women and men, and people in the LGBTQI+ community, are affected differently by climate change. Only by considering their different visions can scientific research draw meaningful insights that appropriately influence climate protection.

IEECP commits to paying particular attention to including, monitoring, and periodically evaluating the participation of different genders in its research and communication activities. Anchoring gender equality provisions in IEECP's existing structure and practices ensures institutionalisation and strengthens the sustainability of our planned measures. The following statement is now included in the organisation's Handbook, signed by each team member.

"The IEECP Board of Directors and team are committed to apply an inclusive, gender-balanced, and non-binary approach to all activities. In line with the European Union's (EU) guidelines and objectives, all employees recognise the importance of advancing gender analysis and sex-disaggregated data collection in the development of scientific research, and believe in equal opportunities, fair treatment, and non-discrimination."

Additional to the above statement now included in our Handbook, previous articles were already a core of IEECP's working culture and are copied below.

IEECP follows the working conditions of the Dutch Act and Decree¹ as well as the national working regulations of the residential jurisdiction of teleworking employees and in-house consultants. IEECP members are encouraged to read the Employment Acts in the countries of their residence and understand the requirements.

IEECP promotes equal opportunity, a diverse and inclusive work environment with a policy that is as follows:

"IEECP provides equal opportunity in all employment practices to all qualified employees and applicants without regard to colour, ethnic, or national origin, religion, or belief, gender, age, disability, civil status, military status, sexual orientation, or any other category protected by the Dutch law. This policy applies to all the aspects of the employment relationship, including recruitment, hiring, compensation, promotion, transfer, disciplinary action, layoff, return from layoff, training, and social and recreational programmes. All such employment decisions will be made without unlawfully discriminating on any prohibited basis."

In addition, a policy preventing harassment and discrimination is also in place:

"IEECP strives to maintain an environment free from discrimination and harassment, where employees treat each other with respect, dignity, and courtesy. More detailed information on the preventive measures put in place, including the procedure to follow in case of moral or sexual harassment at work, are communicated to all employees through this document."

¹ [Working Conditions Act](#) and the [Working Conditions Decree](#)

DEDICATED RESOURCES AND EXPERTISE

How can we provide sufficient resources and expertise to implement this plan?

IEECP, as mentioned earlier, started this process in 2023, as a young organisation with, in September 2023, 31 employees. The first steps taken are to lay down key elements from the ongoing approach to gender equality and plan measures and processes to be implemented/ followed in the future.

Dedicated team member and team

In her new role as Operations and Team Manager, Marine Faber Perrio takes on the responsibility to lead the task and set up a dedicated team to support the process. Having a clear connection with human resources is ideal. Proximity to decision-making (the task leader is also leading IEECP's communication team and part of the management team) and the capacity to inform IEECP cluster leads (who are managers of the research team) foster effective implementation.

From September 2023 onwards, motivated team members are invited to participate with various roles. In the team meeting of August 31, 2023, a presentation of key elements of this plan is delivered to the whole team, inviting those who want to join a ***Diversity & Inclusion (D&I) Taskforce***, especially to reflect on the following aspects:

- Propose and implement a D&I program, going further than gender equality by including other inclusivity dimensions,
- Prepare survey for the next edition of the GEP,
- Coordinate and monitor the gender equality efforts undertaken,
- Gather additional training resources and prepare training for the next team retreat,
- Promote and incorporate a culture of diversity and inclusion in IEECP,
- Organise bi-yearly brainstorming sessions to discuss and approve the proposed lines of action.

Staff members can support transformational change by gaining knowledge of gendered processes and practices. The taskforce team members will be listed in the updated version of the IEECP's GEP document in 2024.

Expertise and dedicated time/budget

To ensure the task lead and the taskforce members are properly prepared and have the expertise to deliver and implement the plan, IEECP foresees lifelong learning and dedicated timeslots for all to benefit from this continuous training and be qualified for the mission (e.g., reading articles, participating to online, or offline trainings, when applicable, etc). If needed, a budget line will be given to the task for reinforced training, as knowledge and understanding of the task are key. We will try to gather a mixed team (in terms of positions within the organisation, genders, seniority, or disciplinary backgrounds) to provide more diverse impulses and more easily initiate strategies for gender equality that permeate the whole organisation.

The D&I Taskforce will support each other and share responsibilities and workload.

DATA COLLECTION AND MONITORING

IEECP's first GEP is informed by manual data collection. As of September 2023, IEECP is ensuring gender balance in both its workforce and managerial team.

- Employees: 18 women, 13 men in September 2023
- Managerial team: 3 women, 2 men
- Board: 3 men

Monitoring instruments

Monitoring instruments (e.g., quantitative and qualitative indicators, regular surveys, etc.) are set up from August 2023 (as stated earlier, even if prior measures were already in place without naming/communicating on them, as they were part of the routinised management procedures) and are key means for the overall assessment of gender equality work. Qualitative and quantitative indicators will be defined once the IEECP D&I Taskforce is in place, and we'll ensure they are Specific, Measurable, Attainable, Realistic, and Time-related (SMART).

Upon defining the indicators, we will make sure to use resources provided on the EIGE website, such as for instance the [monitoring tool](#) based on 10 core indicators and 40 specific indicators, which can be selected based on the focus of our GEP.

The IEECP diverse national (or subnational) frameworks can be a driver for organisational gender equality work and serve as a basis for argumentation, legitimacy, and resources (e.g., training, or guidelines from ministries, etc.). The same holds true for frameworks at international level (e.g., European legislation, Horizon Europe eligibility criteria, etc.). In addition, policy frameworks of other countries can be drivers in the sense that they are a source of inspiration. Our organisational gender equality work does not necessarily have to mirror the approach presented in legislation and policies but can go beyond that and be tailored to IEECP's size and diversity. IEECP D&I Taskforce will monitor such legislation and policies to get inspiration and update the plan.

From 2024 onwards, IEECP will collect sex/gender-disaggregated data on personnel and set quantitative and qualitative indicators.

Quantitative indicators

The indicators below have been selected to fit our specific targets and objectives and are adjusted to the context of our planned measures. The IEECP D&I Taskforce will evaluate, in compliance with the EU's General Data Protection Regulation (GDPR), which should be included in the first survey by mid-2024:

- Staff numbers by gender, disciplines, function (including administrative/support staff) and by contractual relation to the organisation;
- Average numbers of years needed to make career advancements based on gender;
- Wage gaps by gender and job and salary increases per gender and seniority (in similar countries, as, per IEECP's specific setting, it seems difficult to do cross-country comparisons);

- Numbers of people in external academic and administrative decision-making positions (e.g., boards, committees, juries, etc.) based on gender;
- Numbers of candidates applying for distinct job positions, based on gender;
- Numbers of people having left the organisation in the preceding years, specifying the numbers of years spent in the organisation, based on gender;
- Number of staff by gender applying for/taking parental leave, for how long they took leave, and how many returned after taking the leave;
- Numbers of absence days taken by employees, based on gender, and by absence motive (e.g., sick leave, care leave, etc.);
- Employees by gender and per research field;
- Gender information among applicants to research positions, among people recruited and success rate, including by scientific field, academic position, and contract status;
- Gender information in recruitment, or promotion boards and as heads of recruitment or promotion boards, and gender information in decision-making bodies, including by scientific field;
- Number of publications authored by IEECP collaborators by gender (leading author, or contributor).

Qualitative indicators

Qualitative indicators will be relevant to understand whether our desired outcomes were reached and can give additional information on our progress/help us understand the dynamics of change (or lack thereof). The IEECP D&I Taskforce will evaluate which should be included in the first survey later in 2023:

- **Mainstreaming of gender knowledge.** This can be measured, for instance, by the relevance given to knowledge creation on gender equality within the organisation, the institutionalisation of gender equality (in the form of dedicated programmes or departments), the dissemination of gender equality knowledge across disciplines, and so on.
- **Awareness among different categories of staff and external stakeholders** (e.g., reviewers, board/panel members, applicants, etc.).
- **The uptake of gender equality objectives set out in your GEP.** This can be monitored by observing the participation in, and acceptance of, your implemented measures and the (human and financial) resources allocated to support these measures.
- **The actual transformation towards greater gender sensitivity.** This should focus on the effects on both formal and informal practices due to the implemented measures. It may, for instance, be shown by increased attention being given to women's ideas and perspectives in decision-making mechanisms that are dominated by men. Consider different levels of organisational structure.
- **The diffusion of a gender equality culture.** This can be measured in terms of changing working conditions, but also verbal and non-verbal interactions and decision mechanisms (seating arrangements in panels). It could be reflected in changes regarding the management of work-life balance, awareness of sexual harassment, and other aspects of gender-based violence, non-sexist communication, and so on.

Survey/Future yearly evaluations

End of 2023/early 2024, IEECP will conduct the first survey among its team members to assess status and then, the following years, provide visibility and measurability of actual progress. Upon developing the survey, we will investigate the need for IEECP to use existing Gender Monitoring tools such as the [Gender Equality Audit and Monitoring \(GEAM\) tool](#), which could help us ensure that we ask the right questions.

The GEAM tool uses a modular questionnaire framework, which covers the following thematic areas and over 60 questions:

1. Socio-demographics;
2. Working conditions;
3. Stereotypes, prejudices, and bias;
4. Organisational culture and climate;
5. Interpersonal behaviours and experiences.

Some of the questions that employees will anonymously be asked can be found below:

Which gender do you identify as?

- *Male*
- *Female*
- *Non-binary/Other*
- *Prefer not to say*

To what extent do you think gender balance is currently properly considered and addressed at IEECP?

- *Very well*
- *Well*
- *Neutral*
- *Poorly*
- *Very poorly*

Do you think IEECP is putting enough importance on ensuring gender balance in all activities (e.g., event participation, access to managerial positions, etc.)?

- *Very well*
- *Well*
- *Neutral*
- *Poorly*
- *Very poorly*

And more....

What do you think should be priority topics for IEECP (e.g., gender equality/equity, inclusion of people with disabilities and cultural diversity, etc.)?

Does IEECP offer a diverse and inclusive environment?

Are people at IEECP educated about the importance of diversity and inclusion?

Does IEECP's work flexibility play an important role in work-life balance and the inclusion of different backgrounds ?

If not, why/which activity would you point as not doing great and how could it be improved?

How would you rate IEECP's internal communication on these topics?

How do you rate IEECP's gender equality and inclusivity approach compared to other (similar in size and type) organisations?

Do you think IEECP ensures equal opportunities to its employees?

Do you feel that IEECP leaders are trained and committed to inclusion and diversity in all interactions?

Is IEECP able to plan and host diversity-relevant initiatives (e.g., external actions such as events, etc.)?

Would you feel comfortable in reporting inappropriate comments or behaviours about race, ethnicity, gender identity, sexual orientation, and disabilities to the Operations and Team Manager?

Have you ever witnessed an act of discrimination towards a colleague? Observed and experienced several behaviours that are improper, or constitute harassment (e.g., offensive jokes, or comments of a sexual nature, intrusive questions and workplace bullying, explicit, unwanted and repetitive proposals of a sexual nature, phone calls, letters, SMS, emails, or offensive sexual images. sexual assault, or requests for sexual favours)?

Have you yourself been discriminated?

What are the most effective mechanisms IEECP could implement to address gender equalities? Open answer

Do you feel comfortable to talk about, or share your social identity, cultural background, personal life, or personal experiences at IEECP?

Do you feel like IEECP values your opinions? That your colleagues look for your opinions about ideas and work problems?

How comfortable are you in expressing a contrary opinion in a meeting?

Do you feel that you have the opportunity to participate in important meetings/projects?

Would you say that you feel recognised if/when you contribute to IEECP's success?

Do you feel that you are treated equally as colleagues regardless of age, race, ethnicity, sex, gender identity, disabilities, sexual orientation, nationality, or other characteristics?

Are you comfortable in taking days off for sick leave/maternity/holidays?

If you have any other idea on how gender, and in general, inclusivity could be better addressed at IEECP, please share them. Open answer

An annual assessment of the above points (and their evolution compared to the previous year) will be done in December each year, in a confidential and anonymous manner.

A more generic human resources survey will, at the same time, be performed to consult employees on how they feel at work and question the content aspects, with the aim to always improve company performance and ensure IEECP maintains its friendly working environment.

Availability of gender-disaggregated data will allow the appropriate distribution of resources and tackling of problems, as well as the monitoring of achievements. The data on the status quo of gender equality in the organisation will be made available to employees to keep them informed.

MAPPING OF GENDER MAINSTREAMING POTENTIAL

IIECP, as written before, was already performing actions ensuring inclusivity and gender balance in various activities.

Formalising them below allows mapping where we already have measures in place, and where some could be implemented in the coming months (next chapter).

Activity type	Gender mainstreaming potential	Actions needed
Internal organisation	Gender equal recruitment and appraisals approach	Incorporate in broader recruitment and career management procedures
	Balance in staff and managerial team	Open access to Board to other members to ensure gender balance. Maintain the current policies to ensure gender balance in the staff force and managerial teams.
	Avoid <i>silencing</i> of members	Ensure everybody has a place to speak during team meetings, retreats, and other IIECP activities, by organising <i>tour de table</i> and assigning specific roles to all
Research and policy work	Understanding gender bias and inequalities	Collecting gender-disaggregated data, when possible, in research activities
	Collecting different gender inputs in research	Collect gender information from respondents to surveys/interviews/questionnaires/... All of them could include the question: “Please, indicate your gender:” proposing the following options: - Female - Male - Non-binary/Other - Prefer not to answer
		Validating survey/interviews/questionnaires results and feedback for platforms, indicators, activities development, etc. only if coming from a gender-balanced group
	Raising awareness on gender in resilience	Explore and include gender as an element in the project recommendations/outcomes
Events	Including different gender perspectives in discussions	Ensuring a representative number of women (if not equal) as speakers to workshops, conferences, forums, and other events
		Committing to provide equal space and power to all genders when moderating a discussion
	Allowing equal access to activities	Inviting a gender-balanced number of representatives attending workshops, conferences, forums, and other events
	Raising awareness on gender issues	Organising activities/produce research with a focus on gender (done in 2022 with a briefing and

		event on the topic and more activities)
Dissemination and communication	Advocate on the importance of gender mainstreaming	Include the gender results from the project in presentations and other external activities
		Include gender-balanced and inclusive images in visuals
		Publish a gender statement on the website
	Avoid discrimination	Use gender-sensitive terminology/language in all dissemination materials and platforms

IEECP'S GEP IN PRACTICE AND TRAINING

In 2023, as also mapped out in the above table, some actions are already in the organisation's culture and DNA. Nevertheless, the goals set in this document remain key to define further measures and practices:

- Increase gender equality in all careers,
- Increase gender balance in decision-making positions,
- Improve awareness and training on gender issues across the organisation,
- Integrate the gender dimension in research content,
- Challenge gender stereotypes and attain equal participation across different functions,
- Tackle the gender pay and care gaps,
- Prevent and fight gender-based violence and harassment,
- Improve the work-life balance of all.

Already in place (as of August of 2023)

- **Gender balance across the organisation and in career plans**

As stated earlier in this document, the team and managerial functions are balanced. Ideally, a female Board member would join the IEECP Board.

IEECP has mentorship support, where senior staff will guide junior staff through their professional career. This could be more formalised in the coming years. We will make use of the [guidance](#) from the European Institute for Gender Equality (EIGE) website².

- **Gender pay gaps**

End of 2023, upon performing the organisation's appraisals, attention will be put on gender equality in pay for similar functions (again, as much as national specificities allow us too).

- **Work-life balance**

IEECP favours the use of time off to take care of children in minimum aligned with national requirements and will study how to ensure no discrimination is done for employees living in less progressive countries (e.g., parental leave, breastfeeding break, etc.), medical appointments, or sick leaves (of parents and kids). Working time flexibility is offered for less extended absences (e.g., medical appointments, or children caring duties, etc.). The most important gender inclusion practice is to provide a better work-life balance and flexibility to all employees, such as home offices and flexible working hours. Regarding parental leaves, the collaborators can require parttime employment after maternity, or paternity leave. Young parents who, upon traveling, needed to take their kids along (for instance, because they were breastfeeding) were allowed to, if they had someone to take care of them during the meetings.

IEECP regularly reminds employees of the need for balance between work and family life, pushing for the *right to disconnection*, and advocating for no work after "normal" hours (and no sending of chats/emails, especially with requests).

² <https://eige.europa.eu/>

- **Laying down gender and inclusivity as key principles in what we do**

IEECP has started working on the topic in the past years, adding it as a topic next to recurring climate and energy themes, such as just transition, energy poverty, etc. Upon organising events, focus is always put on ensuring gender balance in panels and giving a voice to those who generally aren't given it. In recruiting, we accept – and might request in the future - resumes without photos to ensure a selection based on the CV excellence and not gender as well as appearance.

From mid-2023, the Operations and Team manager will take on new responsibilities, including those of receiving, screening, forwarding, and monitoring harassment complaints. She will ensure, as first step to explain the nature and the purpose of a GEP and what it entails, present this plan and gather forces from the team to join in the IEECP D&I Taskforce and split responsibilities.

Finally, some projects where IEECP is coordinator, or contributor, have also started working on the topic, defining project-level gender and inclusion plans.

In the pipeline (2024-2030)

IEECP plans to set up an internal training tackling several HR-related aspects in its annual staff retreat, including gender equality and the measures put in place.

- **Assess gender awareness, sensitivity, and perception**

- Perform survey.
- Analyse the survey and list improvement measures for the next version of this plan.

- **Perform awareness-raising and competence development (internally)**

- State the commitment to the promotion of gender equality: in IEECP's Handbook (internal).
- Share in the organisation's chat with the team about the plan regularly, sensibilise them.
- Raise awareness for, and promote, the use of inclusive, unbiased, and ungendered language.
- Ensure that all official communications (reports, website, intranet, emails, and social media) use inclusive language.
- Promote a gender taskforce within the organisation, to promote networking, mentoring, and knowledge-sharing initiatives.
- Provide training to all staff on:
 - The importance of inclusive language and how to ensure inclusive language is employed in everyday communications, such as our social media channels, job calls, internal communications, among others.
 - Unconscious bias (including gender bias in recruitment, recognise and combat unconscious, implicit, overt, prejudicial, and any other kinds of bias, intercultural competence, accessibility, etc.).
 - The different types of harassment (sexual and gender-based) and procedures to report them.

- Invite internal team members and outside experts, who can provide IEECP members with trainings.
 - Investigate what additional trainings could be followed and share with the team.
 - Implement, promote, and monitor an anonymous “suggestion box”.
 - Integrate the gender dimension in research content. See [guidance](#) here from EIGE.

- **Perform awareness-raising and competence development (externally)**
 - State the commitment to the promotion of gender equality: on its website (externally).
 - Add news on the IEECP website and promote the commitments in email signatures, include, if colleagues want to, the indication of pronouns.
 - Add the plan on the EU Commission’s portal.
 - Encourage and advertise work by women in Science, Technology, Engineering, Mathematics (STEM)/research and ensure their equal representation in success stories.
 - Promote relevant dates, such as the International Day of Women and Girls in Science to raise generalised awareness for lack of representation for females in science.
 - Encourage female employees to join national and international networks for female researchers.

- **Organisational culture and work-life balance**
 - Maintain family-friendly practices to promote work-life balance.
 - Create awareness so that meetings are scheduled taking into consideration “adequate” working hours, so collaborators with young children and/or other dependents, regardless of their gender, are able to deal with commuting and care.
 - Study how providing menstrual leave is done in IEECP employees’ countries and what can be done to align.
 - We will make use of the [guidance](#) from the EIGE website.

- **Gender equality in recruitment, selection, and career progression**
 - Improve recruiting ads and processes to include the commitment to D&I (use inclusive, unbiased, ungendered language).
 - Implement inclusive practices such as diverse candidate sourcing, gender-neutral job descriptions, and blind application reviews.
 - Have a gender-balanced hiring team.
 - Establish guidelines for interview panels to minimise bias and ensure fair selection processes.
 - Encourage applicants to identify their strengths and experiences in increasing D&I.
 - The organisation could also make sure that employees’ efforts regarding gender equality, for example, the work in a gender equality network, are rewarded and recognised within the organisation and do not take the form of unpaid, additional labour (that takes away time from research-related activities). Rewarding and recognising gender equality activities can be formalised, for

example, in time allocation models (40% teaching, 40% research, 20% work), or by awarding additional points in performance evaluations for promotions.

- We will make use of the [guidance](#) from the EIGE website.

- **Preventing and combating sexual and gender-based harassment**

- Remind in the Handbook and in the trainings that sexual, or moral harassment, whether individual, or collective, including that motivated by gender are prohibited. Offences to freedom, honour, or dignity of employees, as well as cases of harassment, will result in disciplinary infractions.
- Publicly state the commitment to the fight against sexual and gender-based harassment.
- Create a complaints procedure for reporting all types of harassment. Provide a specific email address (for all HR matters) and anonymous form for collaborators to seek clarification, or put questions about harassment at work.
- We will make use of the [guidance](#) from the EIGE website.

The next revision of this plan is foreseen in a year, to include results from the internal survey. It will have the objectives and actions split between mid-term and long-term, specific KPIs and assign responsibilities.

In the following years, an evaluation of which of the above specific measures have been implemented will also be done.

RECOMMENDED LITERATURE AND TRAINING/EDUCATION TO THE TOPIC

Literature

Senja, O. (2021). Gender and Climate Change: Challenges and Opportunities. HAPSc Policy Briefs Series, 2(2)

Pearse, R. (2017), Gender and climate change. WIREs Clim Change, 8

Ed. By Irene Dankelman (2010), Gender and Climate Change: an introduction.

Valerie Nelson, Kate Meadows, Terry Cannon, John Morton & Adrienne Martin (2002), Uncertain predictions, invisible impacts, and the need to mainstream gender in climate change adaptations, Gender & Development, 10:2

European Committee of the Regions (2021), Gender equality and Climate change: towards mainstreaming the gender perspective in the European Green Deal

European Commission (2020), A Union of Equality: Gender Equality Strategy 2020-2025

UN Women (2022), Explainer: How gender inequality and climate change are interconnected

UNFCCC (2022), Gender & Climate Change: an important connection

Platforms and free training

- EU Institute for Gender Equality <https://eige.europa.eu/>
- Gender Equality Academy and the section “[Gender Equality trainings for Gender dimension in science](#)”
- Gender Equality Audit and Monitoring (GEAM) tool <https://geam.act-on-gender.eu/>
- Online Certificate Course on Gender and Development Training - 2023 edition <https://www.genderportal.eu/events/online-certificate-course-gender-and-development-training-2023-edition>
- Introduction to Gender Equality <https://whytraining.com.au/product/introduction-to-ge/>
- Open Online Course on Gender and Environment <https://uncclearn.org/course/view.php?id=39&page=overview&lang=en>
- OHCHR Gender Tool (This online course has been designed to provide a basic understanding of gender equality and how to integrate a gender perspective into human rights work) <https://www.itcilo.org/courses/ohchr-gender-tool>
- FREE courses on gender equality from the United Nations <https://opportunitiesforyouth.org/2023/03/free-courses-on-gender-equality-from-the-united-nations/>
- Women Leading Change: Shaping Our Future, short course by the University of Cambridge <https://online-short-courses.cisl.cam.ac.uk/presentations/lp/university-of-cambridge-women-leading-change-shaping-our-future-online-short-course/>
- UN Women training centre <https://portal.trainingcentre.unwomen.org/unw-catalog-mobile/>