



# RICAIP

## Gender Action Plan Advanced Draft

Horizon 2020

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## 1 Purpose of the Document

The Gender Action Plan advanced draft presents an integral part of the *WP2: Centre Management: Towards EU R&D Infrastructure*. The Plan aims at the identification of priority areas and specification of concrete actions to achieving gender equality and minimizing the factors hindering women or men to fully develop their careers within RICAIP.

The deliverable D2.10 is based on a general structure which includes four phases:

### 1. Analysis phase

2. Design phase
3. Implementation phase
4. Monitoring phase

This document builds upon the work of the RICAIP Phase I (2017 -2018) - the Report: Gender Equality Action Plan (D4.1), which was submitted in December 2017. The advanced draft of the Gender Equality Action Plan for RICAIP Phase II takes into account previous findings and, at the same time, reflects the current gender-related needs within RICAIP in connection with the European and national (Czech/German) approach to the gender topics in the fields of research and innovation.

For analysis of the state of play, a gender questionnaire was distributed to the RICAIP partners. Based on this internal survey, the Action Plan consisting of six priority areas and seventeen concrete actions was designed for the implementation period of 2020 – 2025.

The set of recommended measures does not present a fixed framework. It is a living document. Only with the maintenance of flexibility, the Plan can reflect the challenges at all levels of the comprehensive RICAIP development and bring sufficient tools and actions to implement gender-related opportunities and mitigate gaps.

## 2 Introduction

According to L'Oréal-UNESCO For Women In Science<sup>1</sup> (2020), women still represent just 29% of researchers globally, and their work rarely gains the recognition it deserves. Only 3% of

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<sup>1</sup> Source: [www.forwomeninscience.com](http://www.forwomeninscience.com)

Nobel Prizes for science have ever been awarded to women, and only 11% of senior research roles are held by women in Europe.

European Union has been paying attention to the support of women in science systematically from 1994 (Fig. 1), which is also reflected in the principles and rules for the support of European

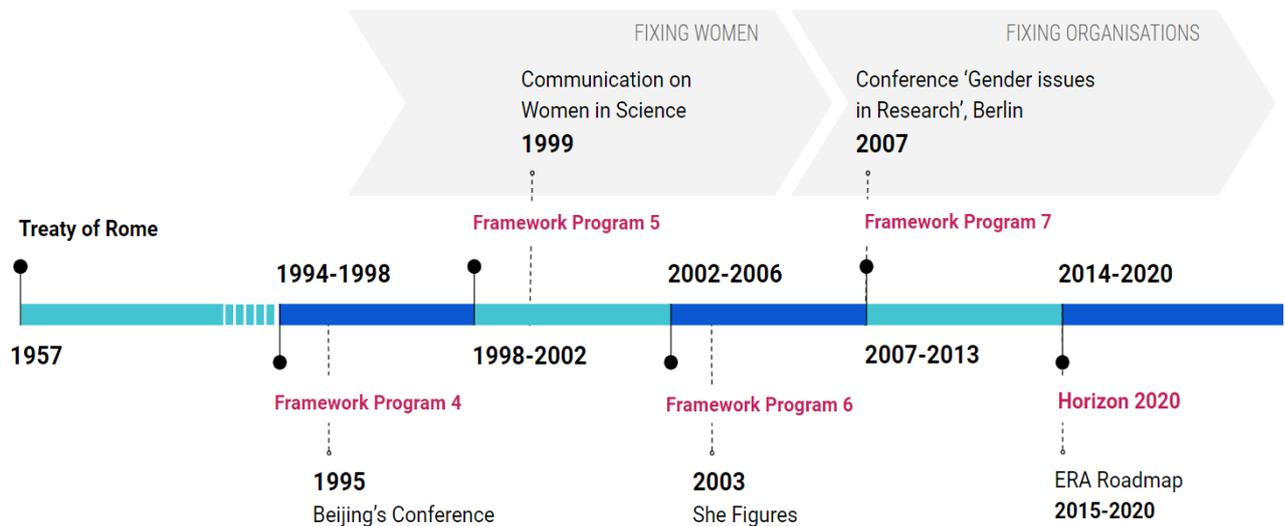


Figure 1 Pajares L. *Creating your Gender Equality Plan*. Presentation presented at: [Gender Equality Academy, UCM; 2020 May 20; madrid, Spain]

R&D&I development within the individual operational programmes. The figure below presents the key points on the path to the structural support addressing gender mainstreaming policies in research and science.

The European Commission presented in March 2020 the *Gender Equality Strategy "Towards a gender-equal Europe" for 2020 – 2025* which targets equal living conditions and opportunities for all European citizens, i.e. irrespective of their gender, age or ethnic and cultural origin. The key objectives are the following:

- ending gender-based violence;
- challenging gender stereotypes;
- closing gender gaps in the labour market;
- achieving equal participation across different sectors of the economy;
- addressing gender pay and pension gaps;
- achieving gender balance in decision-making and politics.

In connection with the limited number of women who pursue a career in science, the European Commission established three objectives on gender equality in research and innovation. These

objectives are also integrated into the Commission provisions for the implementation of the Horizon 2020 (see in Guidance on Gender Equality in Horizon 2020):

- Fostering gender balance in scientific careers and Horizon 2020 research teams.
- Ensuring gender balance in decision-making processes and bodies, in order to reach the Commission's target of 40% of the under-represented sex in panels and groups.
- Integrating the gender dimension in research and innovation (R&I) content, which helps improve the scientific quality and societal relevance of the produced knowledge, technology and/or innovation.

These three objectives form a basis also for the hereafter presented Gender Action Plan advanced draft, which will build a part of the complex HR Strategy of the RICAIP.

## 2.1 Legislative and gender policies framework – Czech Republic

With 55.7 out of 100 points, the Czech Republic ranks 21st in the EU on the Gender Equality Index<sup>2</sup> developed by EIGE.

The legal basis of the gender equality agenda is set primarily in the *Constitution of the Czech Republic* (namely Article 3(1) of the Charter of Fundamental Rights and Freedoms contained within the Constitution, entitling everyone to rights and liberties regardless of their sex and international agreements (such as the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW) and other UN and Council of Europe conventions).

The Anti-discrimination Act of 1 December 2009 is the central piece of legislation aimed at preventing discrimination based on gender.

The key strategic document focused on the gender equality agenda is the *Government Strategy for Equality of Women and Men for 2014–2020*. This medium-term document identifies gender equality and diversity as a societal priority in the Czech Republic and at the same time effectively provides a roadmap for most of the gender-related measures taken in gender mainstreaming.

Considerable effort is being applied to drafting the forthcoming Government Equality Strategy for 2021+. Alongside the need for a medium-term document to guide gender equality and

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<sup>2</sup> The Gender Equality Index is a composite indicator that measures the complex concept of gender equality across the EU, developed by EIGE. For more information, [www.eige.europa.eu/gender-equality-index](http://www.eige.europa.eu/gender-equality-index).

gender mainstreaming policy, Strategy 2021+ considers the eligibility conditions for EU funding in the 2021–2027 programming period.

### Women in science

According to *Academics 2018: Proposals for Measures to Support Equality in Research and Higher Education*<sup>3</sup>, the men accounted for 73.4% and women for 26.6% of Czech R&D staff 2016. In terms of full-time equivalent the difference is even larger with 76.9% of males and 23.1% of females.

The only strategic documents addressing gender equality in the field of research and innovation in the Czech Republic are:

- The National Research, Development and Innovation Policy of the Czech Republic 2016-2020,
- Action Plan for Human Resources Development and Gender Equality in Research and Development in the Czech Republic for the years 2018-2020.

## 2.2 Legislative and gender policies framework – Germany

With 66.9 out of 100 points, Germany ranks 12th in the EU on the Gender Equality Index<sup>4</sup>. Its score is 0.5 points lower than the EU's score. Germany is progressing towards gender equality faster than the EU.

German constitutional law implies a commitment by the state to active and effective equality policy. Article 3(2) of the Basic Law not only states 'Men and women are equal', but expressly obliges the state to enforce equal rights for women and men and to work towards eliminating existing disadvantages (Article 3(2), second sentence, Basic Law).

In addition to the Basic Law, the gender equality principle is enshrined in many other laws, such as the General Equal Treatment Act of 2006 (Allgemeines Gleichbehandlungsgesetz – AGG), the Federal Body Composition Act of 2015 (Bundesgremienbesetzungsgesetz – BGremBG), the Act to enforce equality between women and men in the federal administration of 2001 (Gesetz zur Durchsetzung der Gleichstellung von Frauen und Männern in der

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<sup>3</sup>[https://www.soc.cas.cz/sites/default/files/publikace/academics\\_2018\\_proposals\\_for\\_measures\\_to\\_support\\_equality\\_in\\_research\\_and\\_higher\\_education.pdf](https://www.soc.cas.cz/sites/default/files/publikace/academics_2018_proposals_for_measures_to_support_equality_in_research_and_higher_education.pdf)

<sup>4</sup> The Gender Equality Index is a composite indicator that measures the complex concept of gender equality across the EU, developed by EIGE. For more information, [www.eige.europa.eu/gender-equality-index](http://www.eige.europa.eu/gender-equality-index).

Bundesverwaltung – DGleiG) and the Federal Equality Law of 2015 (Bundesgleichstellungsgesetz – BGleiG).

The Federal Anti-Discrimination Agency (Antidiskriminierungsstelle des Bundes – FADA) is Germany’s independent gender equality body. The FADA is focused on various forms of discrimination, including on the grounds of age, gender, religion, sexual orientation, ethnic origin and multiple discrimination.

### Women in science

In 2008, the General Assembly of the German Research Foundation (DFG) established Research-Oriented Standards on Gender Equality that consist of ‘structural’ and ‘personal’ standards. Compliance with these standards was stipulated as “one of the key criteria for the approval of research networks in which member institutions are applicants” (DFG, 2008). In order to support the gender equality-related efforts within the higher education and research institutions, the German Research Foundation has set up a toolbox of gender equality practices in research.

Key stimulators supporting gender equality and diversity in the research and innovation are (according to EIGE):

- The TOTAL E-QUALITY Award is a well-established certificate that is managed by TOTAL E-QUALITY Deutschland e.V.
- The National Pact for Women in MINT Careers constitutes a network of policy-makers, researchers and media funded by the Federal Ministry of Education and Research.
- In the framework of the initiative “Frauen an die Spitze” (“Women to the top”), the Federal Ministry of Education and Research has funded research and implementation projects that shed light on gender equality-related challenges in research.

## 3 Gender Equality Plan (GEP)

The **Gender Equality Plan** aims at setting the gender-related priorities within RICAIP, which will be based primarily on ensuring equal opportunities and approaches to women and men in the career path, supporting the diversity in the working environment, mitigating work-life imbalances.

An integral part of the RICAIP Gender Equality Plan builds the **Action plan** as a living document that presents a set of recommended measures in the form of quantitative and qualitative KPIs to reaching the gender-related objectives and mitigating identified gaps.

### 3.1 Objectives

The RICAIP Gender Equality Plan pursues these objectives, which are fully in line with the objectives set by the European Commission on gender equality in research and innovation (Chapter 2):

- To Support the diversity and gender equality within RICAIP - concerning the institutional regulations of each partner.
- To Ensure equal career development for all staff within RICAIP regardless of gender and based on work-life balance.
- Continuous improvements in the field of gender equality and diversity through concrete activities and measures.
- To Optimize institutional mechanisms to maintain, monitor and evaluate the long-term gender-related targets.
- To Promote/communicate the importance of gender equality as one of the priorities within RICAIP - with the accent to the active involvement of key stakeholders.
- To Incorporate the gender dimension into all strategic HR-related documents of the RICAIP, namely in connection with the complex HR Strategy.
- To Present RICAIP as an attractive employer for women.
- To Attract young female researchers, students to joint RICAIP team.
- To Motivate/inspire women for participation in leading/decision-making positions.
- Networking: identify and establish relevant contacts net with representatives from gender initiatives, subjects dealing with gender agenda.
- To Increase the share of women in the staff in accordance with the setting of KPIs on human capital and HR development of RICAIP (Chapter 5.3).

### 3.2 Structure of GEP

For successful integrating the gender perspective into the RICAIP policy, the here presented Gender Equality Plan is based on the gender mainstreaming cycle, which consists of four stages (Fig 2):



Figure 2 Phases of gender mainstreaming cycle

Each stage is connected with a concrete activity/output as presented below (Fig. 3):

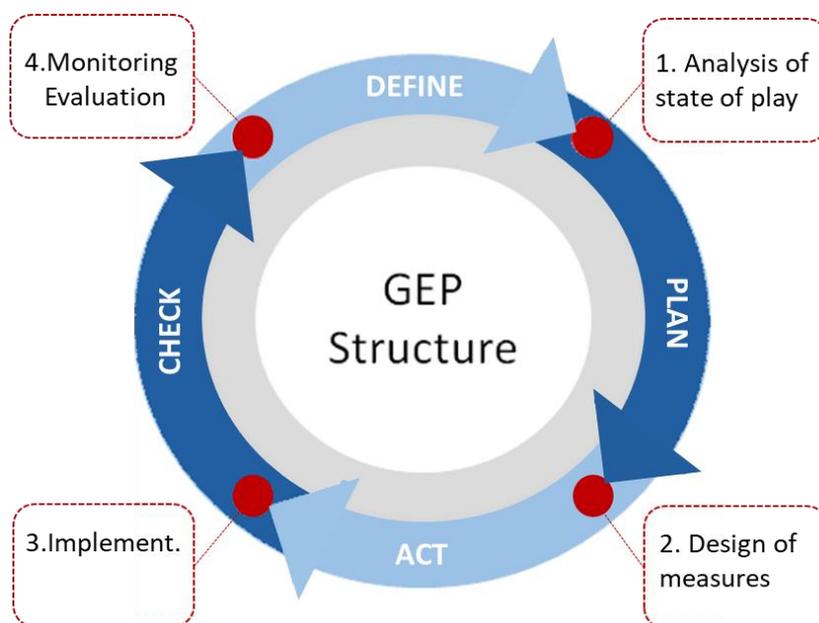


Figure 3 Gender Equality Plan – structure

**1. Analysis of the state of play** focuses on the evaluation of the gender dimension integration, with the aim to identify current priorities and the most challenging topics/issues within RICAIP. The findings form then the starting point for the design of measures for supporting the priority areas and the mitigating identified gaps.

The analysis is based on self-assessment of each RICAIP partner, which was processed via an internal survey.

**2. Design of measures** in the form of the Action Plan aims at ensuring the expected degree of diversity and gender equality within RICAIP.

The main goals of the Action Plan are to:

- identify the key focus areas to ensure gender equality and diversity in RICAIP,
- identify the objectives within each focus area, which should be achieved,
- propose the measures/actions to achieve the defined objectives,
- set up the indicators (KPIs) and the timeline for further monitoring and evaluation of the measures,
- define stakeholders who should be actively engaged in implementing the measures and support enforcement of gender-related actions,
- identify target groups and the proposed impact which we would like to achieve through the Action Plan.

The Action Plan is a living set of measures and recommendations, which depends on variables in time and should be able to flexible react on changes within RICAIP policies/strategies and also external influences, such as the development of target sectors (IA, robotics, smart manufacturing etc.). Thus, continuous updating is needed.

**3. Implementation of measures:** the implementation phase is planned for the period of 2020 – 2025. The implementation counts on the involvement of all RICAIP partners. Each recommended measure includes a concrete time period for reaching a defined indicator and a list of stakeholders involved in the activity (Chapter 4.5).

**4. Monitoring:** the monitoring phase is focused on regularly following up on the implementation process and the evaluation of progress. The monitoring should allow the flexible modifying defined measures for the continuous optimization of ensuring gender equality within RICAIP and thus, it should be based on regular 12-18-month updating.

## 4 Evaluation of State of Play

Gender equality issues were addressed within the RICAIP, Phase I in 2017 (D4.1), where at the same time, the key RICAIP priorities regarding horizontal issues were identified, and the recommendations for improvement were listed.

To design the Gender Equality Action Plan for RICAIP, Phase II, each project partner has received a gender issues-related questionnaire aiming at self-evaluation and the redefinition of the gender-related priorities, target topics and challenges.

The findings of this internal survey form a basis for setting concrete measures for the next implementation period of 2020 – 2025.

The summarization of all implemented gender-related activities supporting will serve also for internal knowledge and best practices sharing within RICAIP.

### 4.1 Gender equality policy framework within RICAIP

This chapter presents the overviews on the current gender equality policies and implemented gender-related activities at each RICAIP partner.

#### 4.1.1 CEITEC BUT

CEITEC follows the valid legal act no. 262/2006 Coll. The Czech Labour law regulates the work between employees and their employers, labour relations of collective nature and other aspect related to employment. The fundamental principles of labour relations are especially legal protection of employee status, satisfactory and safe working conditions for performance of work, fair remuneration and equal treatment of employees and prohibition of their discrimination.

CEITEC BUT has not approved any specific strategic document related to gender equality yet. However, the gender equality dimension is integrated into internal regulations governing employment relationships, such as new employee selection processes, career development rules, etc.

The HR Department of CEITEC BUT is responsible for the gender-neutral recruitment process and for compliance with all anti-discrimination regulations. Specific procedures regarding career development and anti-discrimination measures implemented at the whole university are

anchored in documents such as the Collective agreement of employees of the university, Working order of Brno University of Technology and Ethical codex.

On 11 November 2019, the Brno University of Technology subscribed to the principles enshrined in the European Charter for Researchers and in the Code of Conduct for the Recruitment of Researchers.

In 2011, the CEITEC Common Rules for Human Resources Management was established. This document was amended as the CEITEC Common Policy for Human Resource Management in 2019 and defined key principles for 1) recruitment, 2) career development, 3) termination of labour agreement, and 4) alumni development.

Positions promoted at BUT are declared in gender-sensitive language and are open without any bias. Fair procedures for staff recruitment are ensured:

*Employers and/or funders of researchers will not discriminate against researchers in any way on the basis of gender, age, ethnic, national or social origin, religion or belief, sexual orientation, language, disability, political opinion, social or economic condition. Employers and/or funders should aim for a representative gender balance at all levels of staff, including at supervisory and managerial levels. This should be achieved on the basis of an equal opportunity policy at recruitment and at the subsequent career stages without, however, taking precedence over quality and competence criteria. To ensure equal treatment, selection and evaluation committees should have an adequate gender balance.*

*An open, transparent, and merit-based recruitment process should be followed with non-scientific staff as with the scientific staff. (CEITEC Common Policy for Human Resource Management, 2019).*

The HR department at CEITEC BUT is responsible for the collection and evaluation of human resources statistics. HR data are evaluated in a gender-sensitive way and in structure distinguishing specific positions (junior researcher, senior researcher, group leader, and administrative staff) and are further elaborated for purposes of the annual report of BUT and for submission of project related to human resources (e.g. HR Award/ HRS4R).

Work-life balance is approved by the Collective agreement of employees at the Brno University of Technology, another significant document dealing with work-life balance measures such as home office or flexible working hours is governed by “Working order” approved by statutory of the Brno University of Technology.

The Brno University of Technology does not provide any specific services for female students. Support for students at the university is related only to legal advisory support, support for students with special needs and social assistance.

The Brno University of Technology is applying for the HR Award currently, which is awarded by the European Commission to research institutions that committed to implementing the HRS4R Strategy (The Human Resources Strategy for Researchers). The University is preparing an internal GAP analysis aimed to compare the current practice at the University with the Charter and the Code. At the same time, an Action Plan (AP) is drawing up, which based on the questionnaire survey among University staff. The GAP analysis focuses (among others) on detecting possible gender inequalities on all levels.

There are currently no running projects at CEITEC BUT related to the gender topic specifically. Nevertheless, CEITEC BUT joined the 14th edition of the L'Oréal-UNESCO for Women in Science Award 2020. The project was founded in Paris in 1998 and it has already supported several thousand women from 117 countries and 35 of them from the Czech Republic.

CEITEC BUT organizes events focused on the promotion of gender issues, e.g. the IUPAC Global Women's Breakfast was held on the occasion of the International Day of Women and Girls in Science 2020. The topic Women in Science was also the main "motto" for the CEITEC BUT informal all staff meeting "Tea time" in February 2020.

CEITEC BUT is also an active member of the Working Party for Change - Gender Equality in Science. This initiative was grounded by the National Contact Centre for Gender and Science under the Institute of Sociology of the Czech Academy of Sciences in January 2015. One of the goals of the initiative is to bring together representatives of research and educational institutions implementing or wishing to implement a gender equality plan from all over the Czech Republic.

CEITEC BUT took part in the training course "Towards gender-aware research organisation" within the GE Academy (Gender Equality Academy) capacity building program 2020. The GE Academy is a Horizon 2020 project developing and implementing a high-quality capacity-building programme on gender equality in research, innovation and higher education.

Interest in studying technical fields is naturally lower in the case of female students than male students. The promoting programs attracting women to a career in research should start at the

level of elementary schools. Therefore, BUT organizes "Summer School for Girls" from 10 years of age every year.

#### 4.1.2 CIIRC CTU

CIIRC CTU follows the valid legal act no. 262/2006 Coll. – the Labour Code which provides the legal framework for all anti-discrimination requirements and employment relationships. The personal department of the institute is responsible for the establishment, changes and termination of employment relationships as well as the gender issues (discrimination or harassment) in accordance with the legal act.

The institution has not a summarizing document approved by management as a gender equality plan strategy within gender policy.

The recruitment of the new employee follows the CIIRC Staff Selection Procedure. CIIRC Career rules are adopted for researchers only as well as the quality measures via the Attestation Procedure. The performance of researchers is evaluated based on a simple set of key performance indicators, having no further qualitative method for measuring excellence (peer review). The current career development is neutral, with no emphasis put on gender balance.

The job opportunities are announced publicly in open calls for candidates at the selected communication channels in a gender-sensitive way with the gender-neutral description of working positions. CIIRC adopted a strictly gender-sensitive code of conduct. Each position is described in a neutral manner.

There is regular monthly evidence of all current and new employees at CIIRC CTU. The gender balance is not monitored yet, nevertheless, the source data for the gender statistics are available. The gender statistics within general employment data are monitored and updated on a monthly basis. Researchers' performance as a basis for career growth or remuneration is assessed in the framework of attestation procedures based on a simple set of key performance indicators in a neutral way.

CIIRC CTU supports work-life balance by enabling part-time jobs and home offices. Openness belongs to core principles in internal and external communication at CIIRC. There are regular meetings and events held for both the academic and non-academic employees (technical and

administrative positions). Based on the Collective Agreement, the technical and administrative workers dispose of 6 weeks' holidays. Researchers (academic positions) dispose of 8 weeks of holidays.

Women are strongly supported to work at management and supervisory positions (2 from 8 CIIRC research programmes are headed by women). Despite adopted measures (strictly gender-sensitive code of conduct, part-time jobs, home office), females are strongly underrepresented at CIIRC at the technical/research positions but this is a general problem in the field of mathematics, informatics and cybernetics.

The members of the top management of CTU are: the rector, the vice-rectors, the registrar and the chancellor; the chairman of the Academic Senate of the CTU in Prague is a permanent guest of the top management of CTU, and has access to all information available to members of the top management of CTU. 3 out of total 6 Vice-Rector positions are held by women (VR for Bachelor and Master Studies, VR for Development and Strategy and VR for Construction). Moreover, the Chancellor position of CTU is held by woman.

CIIRC lacks an accredited Ph.D. study programme. Nevertheless, at CTU, the female students are supported during their maternity leave. The career break is taking into account a calculation of the maximal study period. CTU utilizes the potential of women educated at technical secondary schools by attracting them to study at the oldest technical university in the Czech Republic (webpage "Attention, girls!"). CTU also disposes of nursery and primary school (webpage "Lion cubs – the CTU nursery and primary school").

According to the Open, Transparent, and Merit-based Recruitment, which was submitted by CTU in 2019, the committees are partially sufficiently gender-balanced:

The gender balance of selection committees is not systematically monitored, reported, and required by internal regulations. An updated and developed process for the forming of a committee will enable CTU to improve this situation. At some faculties and institutes, e.g. the Faculty of Electrical Engineering, the percentage of women is very low; thus, reaching the full gender-balance in selection committees will be set as a long-term goal.

Regarding HR policy at CTU, the university prepared an Action Plan (AP) to fully implement the HRS4R strategy based on the results of internal GAP analysis and university staff survey processed 2018-2019. On September 10, 2019, CTU received the HR Excellence in Research Award from the European Commission as a result of the university's commitment to adopt the

principles of The European Charter for Researchers and Code of Conduct for the Recruitment of Researchers.

There are currently no running projects at CTU-CIIRC related to the gender topic.

Nevertheless, CIIRC applied as a partner for the “H2020- SwafS-13-2017: Integrating Society in Science and Innovation – An approach to co-creation” which was applied by the DFKI. The consortium is from academia and business. The project “EUCORE – European ecosystem of co-creation and citizens’ participation in Research and Innovation” is currently under evaluation.

Furthermore, CIIRC applied as a partner for the PPPA-AG Grant Pilot project - Girls 4 STEM in Europe with a proposal: “STEAM approach to ‘Robotics is for Girls too’” gaining an opportunity to participate in the submission of gender-related proposal.

#### 4.1.3 DFKI

All DFKI's internal processes are compliant with the German laws. The legal frame for all anti-discrimination requirements and action in labor and employment is based on the “Grundgesetz” (Constitution of the Federal Republic of Germany). Further legal frames and laws are among others “Betriebsverfassungsgesetz” (The Works Constitution Act) and “Allgemeines Gleichbehandlungsgesetz” (General Equal Treatment Act). All stakeholders of DFKI (the organization as a whole, the management, the Supervisory bodies and personnel) have to act in compliance with these laws.

“Betriebsverfassungsgesetz” foresees the creation of an Employees Council (Betriebsrat), which represents the collective voice of employees towards management. The DFKI's Betriebsrat is overseeing how the rights of all employees at DFKI are respected and negotiates with the management the processes ensuring the most favourable conditions for the employees. In this work, gender equality is one of the key aspects of the Betriebsrat activities.

DFKI does not have and does not develop any explicit documents on gender-equality (like a Gender Action Plan or Strategy).

DFKI does not have a “specialized” position/office or department responsible for gender policy. Still, the DFKI's Betriebsrat is the body responsible for collecting employees opinions, complains, suggestions, etc. and negotiating the respective measures with the management.

Betriebsrat has a position of “ombudsman for disabled employees”, the similar position related to gender equality is being considered.

The HR department of DFKI as well as the management and employees are responsible for the compliance with the legal acts. In fact, the employment procedures give the decision power with this respect to DFKI’s Scientific Departments, HR Department has a service function. The recruitment of new employees is done in compliance with the German legal acts, as well as with the European Charter for Researchers (the part applicable to employers and funders), by the management and the departments throughout the institute. Individuals have to apply for job and, regardless their gender, they all have to face the same requirements and are recruited based on their professional competence. The current career development is gender-neutral, with no emphasis put on gender balance. The job opportunities are announced publicly through the selected communication channels in a gender-sensitive way with the gender-neutral description of working positions. The annual management report developed and published by the DFKI’s management (der Geschäftsführung) according to § 43 BetrVG is a legal obligation concerning all employees and the gender balance figures are presented to all DFKI’s employees annually.

DFKI undertakes specific measures aimed at attracting female researchers especially in early stages of their career. For that DFKI is an active participant of such initiatives as "Girls' Day" and "Female Student's Day" organized by the Universities hosting DFKI's departments (Saarbrücken, Kaiserslautern, Bremen).

Still, despite adopted measures females are underrepresented in DFKI, which reflexes the general situation in science and technology-oriented research. For instance, only 2 out of 10 students pursuing the BSc in Computer Sciences at Saarland University (one of the DFKI’s sites) are female. Following the career development, this disproportion propagates up to the leadership positions. At the moment, only 2 professors out of 20 Scientific Directors of DFKI (Head of Departments) are females.

As indicated above, the status of gender balance is constantly monitored by the HR department and Betriebsrat and presented to all DFKI’s employees annually.

DFKI supports work-life balance by enabling part time jobs, home offices and flexitime, which give to the employees more freedom. There are regular general and group events bringing together all staff members and informing them about the latest developments and policies with

regards to the working conditions (typically done by Betriebsrat). When it comes to promoting career opportunity for female staff members, DFKI supports equal rights for having maternity and paternity leaves for DFKI's employees (the option foreseen by the German law). The Bremen site of DFKI has a special childcare service available for staff members in emergency situations. Similar facility has been recently set up at the Saarbruecken site. In typical cases of time-limited working contracts maternity/paternity leaves do not reduce the contract time. The policy has been widely applied during the current COVID-19 crisis, when the home office time necessary for childcare (as the schools and kindergartens were closed) was not accounted as absence.

DFKI has not been involved into any gender-related projects and external activities.

#### 4.1.4 ZEMA

ZeMA abides the German laws. The legal frame for all anti-discrimination requirements and action in labour and employment is based on the “Grundgesetz”. Further legal frames and laws are among others “Betriebsverfassungsgesetz” and “Allgemeines Gleichbehandlungsgesetz”. The HR department of ZeMA as well as employer and employees are responsible for the compliance with the legal act.

ZeMA has not a summarizing document approved by management as a gender equality plan strategy within gender policy. Beside the laws there are no special HR strategy related documentations or any HR award so far.

The recruitment of new employees is done in compliance with the legal act – by the management as well as other departments throughout the institute. Persons have to apply for job – no matter which gender – they all have to face the same requirements and are recruited based on their professional competence. The professional competence for a job at ZeMA isn't only approved within ZeMA but also approved by the federal state. The current career development is neutral, with no emphasis put on gender balance.

The job opportunities are announced publicly at selected communication channels in a gender-sensitive way with the gender neutral description of working positions. There are no special channels used for promoting jobs at ZeMA, rather general channels such as website, XING, etc. and other job portals, fairs or events. To promote MINT-focused studies or jobs with girls, women, ZeMA is participating in different activities such as the regional event “changeling”.

These events often take place in conjunction with the universities and official employer / employee organisations.

ZeMA supports work-life balance by enabling part time jobs, home office and flex times which allow the employees more freedom. There are regular meetings and group events including all persons and informing about the latest developments. Furthermore, all employees with a full-time job have the same amount of holidays and all employees – independent of gender – are paid according to the official tariff ZeMA is bound too. The tariff and the law also regulate maternity and parental leave as well as parental part-time. Despite adopted measures (part time jobs, home office, ...) females are still underrepresented in the science- and technical-oriented positions at ZeMA. This represents the situation in science-oriented studies like mechanical engineering.

ZeMA has none experience with gender-related projects.

## 4.2 RICAIP gender-related staff statistics

The table below presents statistics on the share of women in RICAIP staff in 2019. The ratio of women is monitored regularly and reported within KPIs on human capital and HR development. Due to the figures below, women are well represented in the management and administration staff of RICAIP.

2019	CEITEC BUT	CIIRC CTU	DFKI	ZEMA	TOTAL
Number of RICAIP staff (FTE)	2,91	7,9	1	0,5	12,31
Number of women in RICAIP staff (FTE)	1,15	5,65	0	0,25	7,05
Share of women in RICAIP staff	39,52%	71,52%	0	50%	57,27%

Figure 4 RICAIP staff statistics in 2019

## 4.3 Internal evaluation summary

The table below presents the evaluation of the internal survey processed within the RICAIP.

Gender-related assets	Questionnaire key points	Evaluation
<b>Legislative framework</b>	Does RICAIP follow legislation/ institutional regulations to ensure the anti-discrimination within employment relationships?	Well covered
<b>Gender action plan</b>	Does any institution within RICAIP have or plan to prepare the Gender Equality Plan?	Poorly covered
<b>Other internal HR documents</b>	Are available other documents or their parts related directly to gender policy within RICAIP, e.g. HR Strategy?	Partially covered
<b>Structural ensuring equality</b>	Does exist at partner institutions a specific post or department which has gender equality issues/anti-discrimination in charge?	Well covered
<b>Recruitment</b>	Is ensured gender-sensitive recruitment within RICAIP?	Well covered
<b>Job promoting</b>	Are within RICAIP/partner institutions using any promoting program/way/channels for attracting women to the study/career?	Partially covered
<b>Women in staff</b>	Is the share of women in RICAIP staff balanced?	Well covered
<b>Women in leading positions</b>	Are women represented in leading positions (research and management) in RICAP sufficiently - in a ratio of 50%?	Poorly covered
<b>Monitoring</b>	Is the gender balance in the RICAIP staff monitored and evaluated?	Partially covered
<b>Work-life balance</b>	Do the partner institutions implement some measures supporting the work-life balance at your institution?	Partially covered
<b>Specialized services</b>	Do the partner institutions provide specialized services for female students / researchers/other employees?	Partially covered
<b>Event</b>	Do the partner institutions organize special events/awards for female researchers?	Partially covered
<b>Network</b>	Do the partner institutions cooperate with gender equality oriented initiative, association, working group...?	Partially covered
<b>Internal initiatives</b>	Any experience with own gender topics related project/s within RICAIP?	Partially covered

Figure 5 Internal gender-related survey evaluation

“Well covered” are primarily the gender-related assets, which are connected with the national legislation and internal processes followed by each partner institution. A very well result was achieved so far regarding the ratio of women in RICAIP staff in 2019 (see in 5.2).

"Partially covered assets" have not been addressed by RICAIP at all or not by all partner institutions in the same way or intensity, which opens space for improvements and knowledge/best practice sharing with a positive impact on RICAIP.

“Poorly covered” assets present opportunities for improvements not only for RICAIP but also for partner institutions themselves.

#### 4.4 SWOT analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>▪ Approval of the primary institutional documents related to the gender agenda (e.g. Working order, Ethical codex, “Common roles” etc.).</li> <li>▪ Structural ensuring stakeholders which are responsible for non-discrimination at each partner.</li> <li>▪ HR departments and recruiters respect the gender-sensitive way of promoting new positions and hiring new employees. - Fair procedure of staff recruitment is ensured.</li> <li>▪ Collection and evaluation of human resources statistics.</li> </ul>	<ul style="list-style-type: none"> <li>▪ No existence of a gender-related strategic document at any partner.</li> <li>▪ Very low involvement of females in decision-making processes and leading positions.</li> <li>▪ Absence of specific procedures regarding work-life balance.</li> <li>▪ Low number of gender oriented events/seminars/projects etc.</li> <li>▪ No specific activities attracting young female talents/students into the tech. research and science, namely in the area of Industry 4.0.</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>▪ Strengthen job promotion and team integration support.</li> <li>▪ The new projects, workshops and training programs opportunities to support diversity in RICAIP staff and attracting female researchers into technical fields.</li> <li>▪ Extension of network and cooperation in the gender area, best practice sharing.</li> <li>▪ Increasing the number of women in leading positions.</li> <li>▪ Increasing the awareness of gender issues through RICAIP communications channels towards all target groups of RICAIP.</li> <li>▪ Adopting the complex HR Strategy for RICAIP, receiving the HR Award for RICAIP.</li> <li>▪ Implementing gender mainstreaming in the research environment.</li> </ul>	<ul style="list-style-type: none"> <li>▪ The traditional long period until any results in gender topics are achieved (4-5 years).</li> <li>▪ Personnel changes in management.</li> <li>▪ Changes of institutional policies of the RICAIP partners.</li> <li>▪ Low number of female specialists for technical fields in the labor market.</li> <li>▪ Low interest of women in work in technical positions worldwide.</li> <li>▪ A low number of female students in technical fields in high schools worldwide.</li> </ul>

Figure 6 SWOT analysis

## 5 Action Plan

The main part of the here presented advanced draft of the Gender Equality Action Plan for RICAIP, Phase II consists of the set of concrete measures which are based on the holistic and integrated principle. The recommended actions aim to address the whole complexity of gender-related issues. To reach this goal, the interdependent priority areas (areas of intervention) were identified firstly. In the second step, concrete actions were defined under each priority area.

The following plan is designed for the period 2020 – 2025, but it should be emphasised that the list of actions (Chapter 6) is closely connected to the development RICAIP - internal and external influences in time. Continuous evaluating and updating is thus needed.

### 5.1 Priority areas

The priority areas are complex fields based on internal analysis (Chapter 4) with a high potential for intervention forwards a gender-balanced working environment supporting the diversity within RICAIP in compliance with the above mentioned objectives (Chapter 3.1).

Priority areas	Description ( <i>Link to Deliverables/Tasks</i> )
1. Institutionalization of gender dimension	<p>“Gender institutionalization” refers to the process by which an institution internalizes a gender perspective in internal policies and structures and is presented as a priority from the top management side.</p> <p>This area of intervention is closely related to the internal processes and regulations of each partner institution. The RICAIP has been declaring gender equality principles and supporting diversity since its establishment. Gender dimension will build also an important part of the HR Strategy and will play a key role during applying for the RICAIP HR Award.</p>
2. Recruitment and career progression	<p>The gender dimension should be taken into account throughout the whole career path of employees, i.e. the gender-sensitive recruitment processes should be based on internal regulations declaring the gender-neutral selection of new employees. In the next step, it is of importance to ensure the full integration of new employees into the team, company culture, etc. without any gender bias. The equality between genders should be reflected throughout the whole career in the form of ensuring equal professional development opportunities at both administrative and research positions. This priority area targets a complex of topics related to RICAIP human resources policy with many synergies to other deliverables:</p>

	<ul style="list-style-type: none"> <li>• <i>D4.2 Common requirements on all managerial and scientific positions of RICAIP</i></li> <li>• <i>D4.3 Career Development Plan and retention policy drafted</i></li> <li>• <i>D4.8 Recruitment processes and welcome services documentation</i></li> </ul>
3. Integration of a gender perspective in research –  “Gendered science”	Gender bias indicates that gender stereotypes are reproduced in research. This fact is challenging primarily in the technical fields. In this respect, working with students and their motivation throughout the educational process is very important. On the path to enhance women's representation and retention in science careers, there are also many synergies to other priority areas, namely career development, work-life balance.  Link to: <ul style="list-style-type: none"> <li>• <i>D4.7 Young Investigator Award proposition</i></li> <li>• <i>D4.3 Career Development Plan and retention policy drafted</i></li> </ul>
4. Leadership and decision-making	Women are under-represented in decision-making positions worldwide. This area is focused on ensuring the equal access of women to middle and top positions with RICAP.  Link to: <ul style="list-style-type: none"> <li>• <i>D4.2 Common requirements on all managerial and scientific positions of RICAIP</i></li> <li>• <i>D3.4 Tenure track system</i></li> </ul>
5. Reconciliation of work and private life –  Work life balance	This area focuses on reconciling scientific career and personal life connected primarily with maternity leaves (career brakes), parenthood and childcare targeting female and male scientists and non-academic staff of RICAIP.  Link to: <ul style="list-style-type: none"> <li>• <i>D4.3 Career Development Plan and retention policy drafted</i></li> </ul>
6. Promotion and coordination of gender issues related activities, networking	Promotion and communication of gender topics towards across all staff are important namely for creating an open organisational culture, prevention of gender bias, support of diversity etc. Towards the wider target groups of the RICAIP, the gender topics will be communicated through more channels: social media, websites, RICAIP Showroom etc. The activities within this intervention area are closely connected to the communication and dissemination activities of RICAIP.  Networking plays a key role within RICAIP not only in the field of technology co-operation and knowledge transfer but also in the field of creating an attractive, motivating working environment that opens career opportunities equal for women and men and follows the modern trends regarding gender issues.  Synergies to other deliverables:

	<ul style="list-style-type: none"> <li>• <i>D7.1 Dissemination strategy and standards</i></li> <li>• <i>D7.2 Communication strategy and standards</i></li> <li>• <i>D7.11 RICAIP Showroom</i></li> </ul>
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Figure 7 Gender-related priority areas

## 5.2 Stakeholders

The table below presents the list of key stakeholders who will be involved in the process of implementation of the Gender action plan with the examples of type of participation increasing the effectiveness of the below presented measures.

Stakeholders	Type of involvement
<b>Management of RICAIP</b>	<ul style="list-style-type: none"> <li>– Promoting the need for respect and compliance with the principles of equality between women and men in general.</li> <li>– Approving the Gender Equality Action Plan as a key HR document within RICAIP.</li> <li>– Ensuring sufficient resources (human, institutional, etc.) to implement the Gender action plan (GAP).</li> <li>– Approving the other relevant documentation, procedures, and activities supporting change towards gender equality, gender bias etc.</li> <li>– To instruct the relevant units to provide information and data to monitor the implementation of the GAP and progress towards gender equality and diversity.</li> </ul>
<b>Team leaders (scientific and administrative)</b>	<ul style="list-style-type: none"> <li>– Taking part in the implementation of gender-related actions.</li> <li>– Motivating the team members to familiarize themselves with the RICAIP gender principles and measures.</li> <li>– Providing the gender-related data towards other stakeholders (e.g. HR department for monitoring reasons).</li> </ul>
<b>HR department</b>	<ul style="list-style-type: none"> <li>– Active participation during the implementation phase of the GAP.</li> <li>– Collecting and reporting on sex-disaggregated data about the organization's staff on a systematic basis.</li> <li>– Providing the monitoring and evaluation of the GAP.</li> <li>– Following the trends in the gender-related policies, trends and agendas.</li> <li>– Active collaboration on the other gender-related policies and updating of the GAP measures.</li> <li>– Reviewing and/or creating recruitment and selection measures and procedures that contribute to a gender-balanced composition of the organization's staff at all levels.</li> <li>– Reviewing and/or propose measures aimed at reconciling the professional and family life, working and caring duties.</li> </ul>

	<ul style="list-style-type: none"> <li>– Close cooperation with other stakeholders and external partners.</li> </ul>
<b>PR/marketing department</b>	<ul style="list-style-type: none"> <li>– Active participating in the dissemination of the gender principles approved by all partners.</li> <li>– Active participating in the implementation phase of the GAP.</li> <li>– Opening and identifying the best channels to reach out to all target groups.</li> <li>– Encourage the opening of a wider discussion and communicating gender issues and principles at all relevant events.</li> <li>– Close cooperation with other stakeholders and external partners.</li> </ul>
<b>External partners/experts</b>	<ul style="list-style-type: none"> <li>– Providers of specific gender-related services, defined within the GAP, primarily in the area of education, training, knowledge transfer, good practice sharing.</li> <li>– Partners in the gender-oriented projects, joint activities, popularization of technical fields for women, etc.</li> </ul>

Figure 8 GAP stakeholders

### 5.3 KPIs on human capital and HR development of RICAIP

RICAIP has defined complex KPIs for development of human capital which should be reached and evaluated yearly, in the period of the implementation of RICAIP (2020 – 2025). Related to the gender balance within the RICAIP staff, the table below indicates the planned number of women (in FTE) in connection to the number of RICAIP staff (FTE).

HR development of RICAIP	2020	2021	2022	2023	2024	2025
Number of RICAIP staff (FTE)	24	38	42	45	56	60
Number of women in RICAIP staff (FTE)	8	12	15	17	21	24
Share of women in RICAIP staff	33,33%	31,57%	35,71%	37,77%	37,5%	40%

Figure 9 KPIs on share of women in RICAIP staff (2020 – 2025)

### 5.4 List of actions

It is of importance to highlight that planned activities towards gender equality and diversity within the RICAIP are not isolated. The below-presented set of actions targets the concrete

gender topics under each priority area, but with the reflection of the complexity of gender-dimension, which is related to the comprehensive HR policy of RICAIP.

To reach the full integration of gender-dimension at all levels and within the defined cross-structural priority areas, the concrete measures are based primarily on these principles: support opportunities equal for women and men, mutual cooperation, assessment based on professional competences only, encouraging women to work in the technical fields, encouraging women to apply for a leadership position and in general creating such a working environment and institutional culture in which gender equality is gender perceived as completely natural without any gender bias.

***The list of measures (below) does not present a fixed framework. The concrete actions depend on more interrelated internal and external influences changing in time, thus the flexibility of the list should be maintained to reflect still current needs in connection with the further development of the whole RICAIP project/RICAIP Centre.***

## 1. Institutionalization of gender dimension

1A) Approved Gender Action Plan				
Type of asset	Description	Stakeholders	KPI	Timeline
RICAIP HR policy	The Gender Action advanced draft - approval as RICAIP internal documentation by the Steering Committee.	RICAIP management, HR department	Quantit. 1	2020
Target group	Expected impact			
All RICAIP staff	<ul style="list-style-type: none"> <li>The starting the implementation phase of the Gender Equality Plan, i.e. reaching the defined objectives.</li> </ul>			

1B) HR Excellence in Research Award documentation				
Type of asset	Description	Stakeholders	KPI	Timeline
RICAIP HR policy	Documentation necessary for seeking HR Award submitted to the European Commission in the form of application (incl. Gap Analysis, Initial Action Plan Design and OTM-R strategy).	RICAP management, HR department,	Quantit. 1	2022
Target group	Expected impact			
Scientific RICAIP staff	The European Commission recognizes with the 'HR Excellence in Research Award' the institutions which make progress in aligning their human resources policies to principles of the Charter & Code, based on a customized action plan/HR strategy.			

Potential job applicants	<p>One of the conditions for awarding is the non-discrimination in any way on the basis of gender, age, ethnic, national or social origin, religion or belief, sexual orientation, language, disability, political opinion, social or economic condition.</p> <ul style="list-style-type: none"> <li>The implementation of the Charter &amp; Code principles by research institutions render them more attractive to researchers looking a new employer or for a host for their research project.</li> <li>Integration of gender policy into complex HR Strategy of RICAIP.</li> </ul>
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## 2. Recruitment, selection and career progression

### 2A) Recruitment in the gender-sensitive way

Type of asset	Description	Stakeholders	KPI	Timeline
Recruitment processes	Promotion of new job positions within RICAIP in a gender-neutral way and ensuring the integration of gender dimension into all selection processes that are based primarily on gender-neutral face-to-face interview and evaluation of applicants professional competences.	RICAIP management, Team leaders, HR department,	Qualitat. -	continuously
Target group	Expected impact			
Job applicants (scientific or administer.)	<ul style="list-style-type: none"> <li>Maximizing the potential of a diverse workforce.</li> <li>Increasing number of women at all levels of managerial or scientific positions.</li> <li>Utilization of the best practice through knowledge sharing within the RICAIP.</li> </ul>			

### 2B) Welcome services for new employees

Type of asset	Description	Stakeholders	KPI	Timeline
Service/guideline	Welcome services guideline ensuring onboarding and the full integration of new employees in RICAIP based on equality for women and men.	HR department Team leaders (Other specified departments)	Quantit. 1	2020
Target group	Expected impact			
New employees	<ul style="list-style-type: none"> <li>Facilitating the onboarding and integration of all new employees in an equal/anti-discriminative way, supporting team diversity at all levels.</li> <li>Motivating female researchers to connect their career with RICAIP and encouraging their relocation.</li> <li>Increasing number of women at all levels of managerial or scientific positions.</li> <li>Strengthening the culture of the working environment.</li> <li>Presentation of RICAIP as motivating working environment.</li> </ul>			

### 2C) Career development plan

Type of asset	Description	Stakeholders	KPI	Timeline
RICAIP HR policy	Career development plan and retention policy will be approved by the SC and launched to the internal part of website.	Management, Team leaders, HR department	Quantit. 1	2021
Target group	Expected impact			
All RICAIP staff	<ul style="list-style-type: none"> <li>Maximizing the potential of a diverse workforce.</li> <li>Increasing number of women at all levels of managerial or scientific positions.</li> <li>Presenting a long-term career perspective, equal for women and men.</li> <li>Motivating female employees to join the career with RICAIP, the link to the priority area: 4. Women in leadership and decision-making positions (Chapter 5.1).</li> </ul>			

## 3. Integration of a gender perspective in research – “gendered science”

### 3A) Concept of award for young female and male researchers

Type of asset	Description	Stakeholders	KPI	Timeline
Award	Integration of gender dimension into the concept of an Award (such as Young Investigator Award) as a possibility for young male and female researchers to take part and register her/his excellent result.	Management, Team leaders, PR department	Quantit. 1	2022
Target group	Expected impact			
Students Academia	<ul style="list-style-type: none"> <li>Attracting female students to meet the RICAIP environment and further joint the RICAIP team.</li> <li>Increasing the awareness of career opportunities in MINT fields between female students.</li> </ul>			

### 3B) Workshop/expert visit/conference/seminar focused on „Women in science“

Type of asset	Description	Stakeholders	KPI	Timeline
Event	Workshop within “RICAIP Workshop series” or in form e.g. “RICAIP Brain&Breakfast session” with external female speakers.	PR department, External partners	Quantit. 3	2025
Target group	Expected impact			
RICAIP researchers Students Academia Industry	<ul style="list-style-type: none"> <li>Best practice sharing in the field of personal motivation, career breaks/obstacles, work/life balance, gender bias etc.</li> <li>Motivating female students to study RICAIP targeted fields (AI, robotics, cybernetics, engineering etc.).</li> <li>Motivating women for scientific careers.</li> <li>Knowledge transfer from female business leaders and their best practice, experience with bias, career steps etc.</li> </ul>			

3C) "Women in science" channel				
Type of asset	Description	Stakeholders	KPI	Timeline
RP channel	Establishing a channel in the form of e.g. the website section/link within RICAIP which will be focused on women in science as a tool for following the current trends, sharing best practice, use cases etc.	PR department, Team leaders, External partners	Quantit.  1	2021
Target group		Expected impact		
Students Academia Public	<ul style="list-style-type: none"> <li>Increasing awareness of female scientists focused on IA, cybernetics, robotics, mechanical engineering, mathematic and RICAIP related fields etc.</li> <li>Attracting female students to joint RICAIP team.</li> </ul>			

#### 4. Women in leadership and decision-making positions

4A) Representation women in management/research leadership				
Type of asset	Description	Stakeholders	KPI	Timeline
Women in staff	Increasing the number of women in leading positions within RICAIP, i.e. in the middle, top management, research teams leadership, scientific or academic leading positions.	Management, HR department	Quantit.  2% (FTE)	2025
Target group		Expected impact		
All female managerial and scientific staff	<ul style="list-style-type: none"> <li>Attracting female students into I4.0 technology fields and motivating/inspiring women in staff, in general.</li> <li>Contribution to diversity of research teams and administrative departments.</li> <li>Increase of cooperative approach in the work environment.</li> <li>Increase in measures to promote work-family balance.</li> </ul>			

4B) Setting the monitoring procedure				
Type of asset	Action description	Stakeholders	KPI	Timeline
Monitoring	Monitoring process for following a number of women in leading positions in RICAIP staff, which will allow continuous evaluation on a yearly basis.	HR department	Quantit.  1	2021
Target group		Expected impact		
Female managerial and scientific staff	<ul style="list-style-type: none"> <li>Tool for progress evaluation of women in leading positions (management/research team leaders)</li> <li>Tool for analysis of the setting/updating of career development regulations, mentoring concept, team integration processes etc.</li> </ul>			

4C) Concept of mentoring program				
Type of asset	Action description	Stakeholders	KPI	Timeline
Experience sharing	Establishment of the mentoring concept based on an offer of internal or external mentors, in the form of consultations/couching/long-term collaboration etc., for RICAIP employees primarily focused on female employees.	Management, Research team leaders, External partners HR department	Quantit.	2025
			1	
Target group	Expected impact			
Female managerial and scientific staff	<ul style="list-style-type: none"> <li>• Tool for career development, setting development goals and identifying resources to improve the professional competences towards a leadership position.</li> <li>• Increasing the number of women in the management of RICAIP/research groups leadership</li> <li>• Attracting female students into I4.0 technology fields and motivating/inspiring women in staff, in general.</li> </ul>			

## 5. Reconciliation of work and private life

5A) Work-life balance training/workshops				
Type of asset	Action description	Stakeholders	KPI	Timeline
Education	Trainings/workshops/seminars on work-life balance awareness, tools, practices etc.	External partners	Quantit.	2025
			2	
Target group	Expected impact of the measure			
All managerial and scientific staff	<ul style="list-style-type: none"> <li>• Balance regarding career breaks, parenthood and the implementation of research activities (not only) focused on female and male RICAIP employees.</li> <li>• Improvement of the support of employees in all life situations.</li> <li>• Increase in the number of women in the management/research leadership.</li> </ul>			

5B) Best practice sharing, networking				
Type of asset	Action description	Stakeholders	KPI	Timeline
Best practice sharing/ Networking	Extension of the network with external partners, collaborative activities (e.g. working groups, best practice sharing, informal meetings etc.) focused on work-life balance with further institutions in the area of research and innovation.	External partners, HR department, Management	Qualit.	continuously
			-	
Target group	Expected impact			
All managerial and scientific staff	<ul style="list-style-type: none"> <li>• Continuous trends following, transfer of external best practice into the RICAIP HR policies.</li> </ul>			

	<ul style="list-style-type: none"> <li>Improvement of institutional support of work-life balance, such as the extension of conditions for work at home-office, part-time job regulations, the system for “keeping in touch” during maternity leave etc.</li> </ul>
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## 6. Promotion and coordination of gender issues related activities

### 6A) Promotion of gender equality principles

Type of asset	Action description	Stakeholders	KPI	Timeline
Dissemination Communic.	Presentation of RICAIP as an employer, who adheres to principles of gender equality.	PR department	Qualit.	continuously
	Dissemination of best practice focused on gender topics, e.g. awarded female researchers etc. Ensuring communication of gender-related topics inside RICAIP community and towards external target groups.		-	
Target group	Expected impact			
RICAIP staff Academia Industry Public	<ul style="list-style-type: none"> <li>Strengthening RICAIP brand as an attractive employer for female, male applicants irrespective of their age or ethnic and cultural origin.</li> <li>Increase awareness in the area of gender equality among employees.</li> <li>Transfer of good practice in gender equality towards external RICAIP target groups, wide society.</li> <li>Popularization of RICAIP target fields, such as Industry 4.0, digitalization, robotics, AI etc., towards wide society.</li> </ul>			

### 6B) Internal events/workshops/meeting etc.

Type of asset	Action description	Stakeholders	KPI	Timeline
Event	Internal events, training, educational workshops with gender equality and diversity thematic for RICAIP staff.	PR department, HR department	Quantit.	2025
			3	
Target group	Expected impact			
All managerial and scientific staff	<ul style="list-style-type: none"> <li>Strengthening diversity and cooperation within RICAIP community.</li> <li>Sharing of cultural and ethnic differences and creating an international open research environment.</li> <li>Providing awareness in the area of gender equality among employees.</li> </ul>			

### 6C) Participation in external activities/initiatives/projects

Type of asset	Action description	Stakeholders	KPI	Timeline
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Networking	Active participation in gender-oriented event/workshops/projects/conferences/meetings organized by partners which are focused on gender equality in general, primarily (but not only) in research organisations.	Management HR department, PR department	Quantit. 3	2025
<b>Target group</b>	<b>Expected impact</b>			
All managerial and scientific staff	<ul style="list-style-type: none"> <li>Strengthening cooperation and knowledge transfer in the gender topics from academia, industry, gender initiatives etc.</li> <li>Continuous improving working environment and institutional culture of RICAIP.</li> </ul>			

### 6D) Showroom I4.0

Type of asset	Action description	Stakeholders	KPI	Timeline
Service	Establishing Gender equality point within the Showroom I4.0.	Management, RP department, Head of Showroom	Quantit. 1	2022
<b>Target group</b>	<b>Expected impact</b>			
Students Academia Industry Public	Showroom - complete set for physical, visual and interactive presentation of RICAIP: <ul style="list-style-type: none"> <li>Tool for informing public/academia/industry on the concept of Industry 4.0 and its impact on the whole society, labour market, educational needs.</li> <li>Space for presentation of new job/research opportunities for women.</li> <li>Contribution to the change of “traditional industrial companies culture” towards diversity of employees.</li> <li>Support of gender-topics-based networking.</li> <li>Attracting female students to joint RICAIP team.</li> <li>Motivating women for scientific careers.</li> </ul>			

## 5.5 Indicative list of networking and cooperation opportunities

Type of asset	Initiative	Focus	Description
Contact centre / Initiative	<b>Czech National Contact Centre for Gender &amp; Science</b>	Gender in science and research	Established in 2001, the National Contact Centre for Women and Science contributes to building gender equality in science and research.  The centre stimulates debates for measures and steps to eliminate discrimination and gender inequalities in science. They urge action from responsible institutions, and offer solutions to improve the professional advancement of women.

			<p>The representatives carry out analyses to address the asymmetrical distribution of power between men and women in science and in society in general.</p> <p>They raise awareness about gender issues in science and give visibility to women researchers and their work.</p> <p>They support and stimulate women's cooperation in science.</p> <p>They are integrated in international networks (European Platform for Women Scientists and ATGender) and contribute to the development of science policies.</p> <p>(<a href="http://www.soc.cas.cz/en/department/national-contact-centre-gender-science">www.soc.cas.cz/en/department/national-contact-centre-gender-science</a>)</p>
Contact centre	<b>Gender Equality MINT at Saarland University</b>	Gender in science and research	<p>DFKI is located at Saarland University which is the key partner in the field of R&amp;D.</p> <p>The coordination office Gender Equality MINT (GEM) is the contact point for all questions about gender and gender equality in the study areas Mathematics, Computer Science, Natural Science and Technology (STEM) at the Saarland University.</p> <p>(<a href="http://gender-mint.uni-saarland.de">gender-mint.uni-saarland.de</a>)</p>
Contact centre	<b>Gender Centrum FSS at Masaryk University Brno</b>	Raising awareness of gender topics for students and public	<p>The Masaryk University is one of six partners of the centre of excellence - CEITEC</p> <p>The Gender Centrum is an association operated by the Faculty of Social Studies students and graduates.</p> <p>In addition to organizing occasional gender-related lectures, discussions and film screenings, the Centre has also contributed to the establishment of the Gender Information Centre NORA.</p> <p>(<a href="http://www.gendercentrum.unas.cz">http://www.gendercentrum.unas.cz</a>)</p>
Project	<b>Work-life balance project at CEITEC MU</b>	Gender in science and research	<p>The goal of the project is to introduce a system of human resources development aimed at supporting the balance between the family life and professional life (hereinafter work-life balance, WLB) of scientists and researchers. The project involves a complex network of target groups.</p> <p>(<a href="http://www.ceitec.eu/work-life-balance-project/t1364#tab2">www.ceitec.eu/work-life-balance-project/t1364#tab2</a>)</p>
Project	<b>Gender Equality Academy</b>	Gender in research, innovation and higher education	<p>GE Academy is a Horizon 2020 project developing and implementing a high-quality capacity-building programme on gender equality in research, innovation and higher education. Activities: Training, webinars, workshops, summer school.</p> <p>(<a href="http://www.ge-academy.eu">www.ge-academy.eu</a>)</p>
Fellowship/Award	<b>L'Oréal-UNESCO For Women in Science programs</b>	Gender in science and research	<p>Each year, the L'Oréal-UNESCO "For Women in Science programs" also support more than 250 talented young women researchers. Through its 54 regional and national programs, the Foundation L'Oréal and UNESCO support</p>

			them at a crucial period in their careers, during their thesis or post-doctoral studies. ( <a href="http://www.forwomeninscience.com">www.forwomeninscience.com</a> )
Initiative	<b>Deutscher Frauensrat</b>	Women's rights advocacy in the society	The Deutscher Frauenrat (National Council of German Women's Organizations) is an umbrella organization of 60 nation-wide women's associations and organizations.  Mission: Gender equality, i.e. equal opportunities and equal status for women and men in both jobs and the family, in politics, business and culture, is one of the main concerns of a democratic society. ( <a href="http://www.frauenrat.de">www.frauenrat.de</a> )
Non-profit organization	<b>Czechitas</b>	Education for women in IT	Main objective: to increase diversity in the world of IT and to fight for a higher level of digital proficiency among women and in the new generation. They teach them to code in various programming languages, test their software, or to analyze complex data. Activities: workshops and courses on different levels of expertise, summer IT camps, requalification and evening courses. ( <a href="http://www.czechitas.cz">www.czechitas.cz</a> )
European platform	<b>European Platform of Women Scientists</b>	Gender in science and research	The Platform represents the needs, concerns, interests, and aspirations of more than 12.000 women scientists in Europe and beyond. ( <a href="https://epws.org">https://epws.org</a> )
Conference	<b>European women in technology 2020</b>	Gender in tech. industry	European Women in Technology conference focused on innovations being engineered by women from across the tech industry. ( <a href="http://www.europeanwomenintech.com">www.europeanwomenintech.com</a> )
Conference	<b>International Conference on Women in Science, Engineering and Technology</b>	Gender in science and research	The conference aims to bring together leading academic scientists, researchers and research scholars to exchange and share their experiences and research results on all aspects of Women in Science, Engineering and Technology. ( <a href="http://www.women-in-science-engineering-and-technology-conference-in-september-2020-in-toronto">www.women-in-science-engineering-and-technology-conference-in-september-2020-in-toronto</a> )

Figure 10 Networking opportunities

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