



Gender Equality Plan (GEP) 2025-2028

ISAAAC Global New Generation Think Tank - Salamanca

Policy-Driven Strategies for Gender Balance in a Non-Profit Association in Research & Innovation.

I. Executive Summary

This 4-year plan outlines ISAAAC's commitment to gender equality through **structural reforms, inclusive policies, and cultural change**, aligning with Horizon Europe standards despite limited financial resources. Key goals:

- Achieve **40% women in leadership** by 2028
- Embed **gender dimension** in 60% of IoT/autonomy projects
- Establish **zero-tolerance discrimination policies**
- Leverage **partnerships** to amplify impact

II. Current Challenges (2025 Baseline)

- **Leadership gap:** Women comprise only 30% of executive roles
- **Research bias:** 90% of autonomy algorithms lack gender analysis
- **Attrition:** 30% higher dropout rate for mid-career women vs. men

III. Action Plan (Non-Financial Measures)

1. Governance & Accountability

- **Task Force:** Volunteer-led Gender Equality Committee (quarterly reviews)
- **Transparent Reporting:** Public annual diversity dashboard
- **Policy Integration:**
 - Mandate **gender-balanced selection panels**
 - Adopt **Horizon Europe's GEP template** for all grant applications

2. Career Equity

- **Mentorship:** Peer-to-peer mentoring circles (senior/junior researchers)
- **Promotion Pathways:** Clear criteria for advancement (published rubric)
- **Career Breaks:** Formalize "**Stop the Clock**" for evaluations after parental leave

3. Inclusive Research Practices

- **Checklists:** Gender dimension guidelines for project design
- **Collaborations:** Partner with **GEAR tool** for free training resources
- **Visibility:** Spotlight women's research in monthly seminars

4. Workplace Culture

- **Flexibility:** Family-friendly meeting hours (10am–3pm core time)
- **Safety:** Anonymous reporting system for harassment (Google Forms/Typeform)
- **Language:** Adopt **EIGE's inclusive communication guidelines**

IV. Implementation Timeline

Action	2025	2026	2027	2028
Task Force Launch	Q1	–	–	–
Bias Training (volunteer-led)	Q2	Q2	Q2	Q2
Mentorship Program	Q3	–	–	–
Policy Handbook	Q4	–	Updated	–
Partner with GEAR	–	Q1	–	–
Progress Report	–	Q4	Q4	Q4

V. Monitoring & Adaptation

Success Metrics

Indicator	2025 Target	2028 Target
Women in PI roles	22%	40%
Inclusive project designs	15%	60%
Harassment reports resolved	100%	100%

Evaluation Methods

1. **Annual Staff Survey** (free tools like Google Forms)
2. **Promotion Rate Analysis** (internal data tracking)
3. **External Peer Review** (partner institutions)

VI. ISAAAC'S GEP COMPLIANCE WITH HORIZON EUROPE R&D PROGRAMME

By focusing on **policy reform, volunteer initiatives, and strategic partnerships**, ISAAAC will drive gender equality **without dedicated funding**. This living document will evolve through:

- **Grassroots feedback** from researchers
- **Shared resources** from EU networks
- **Continuous policy iteration**

Approval Date: May 9th 2025

GEP Champions: Ms. Madileydis Pérez Torres, Head of Office; Dra. Patricia Gonzalez Aldea, General Secretary of ISAAAC; Dr. Domingo Sanchez-Zarza, President of ISAAAC; Mr. Sergio Sesena Diego, ISAAAC Treasurer.

Appendices:

- A. Template for Gender Dimension in Research
- B. GEAR Tool Implementation Guide
- C. Sample Inclusive Language Handbook



FIRST - PUBLIC DOCUMENT & INSTITUTIONAL COMMITMENT

Formal Status

- Published on ISAAAC's website under "Governance Documents"
- Signed by Director General [Dr. Domingo Sánchez Zarza] and Board Chair. General Secretary, Mrs. Patricia Gonzalez Aldea.
- Linked to all grant applications as Appendix A

Communication Strategy

- Annual all-staff GEP briefing (Q1 each year)
- Dedicated intranet portal with:
 - Progress dashboards
 - Policy documents
 - Reporting channels
- Promoted in:
 - New hire onboarding
 - Partner MOUs
 - Research conference materials

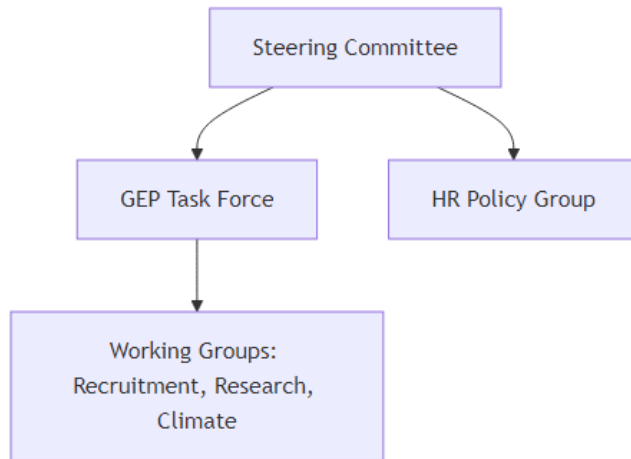
Commitment Demonstration

"ISAAAC embeds gender equality as a core value across all research on autonomous systems. This GEP commits to concrete actions and accountability measures to dismantle systemic barriers."

— [Leadership Name], [Title]

SECOND - DEDICATED RESOURCES

Governance Structure



Core Working Groups in 2025: Crime Prevention, Defence, Health, Culture, Energy, New advanced Materials, Life Sciences, Agri-Food, SSH

We will update the thinking and working groups in the annual reports adopting our ISAAAC GEP Objectives.

Human Resources

- Volunteer Champions: 1 FTE-equivalent from existing staff
- Gender Advisor (rotating senior researcher role)

4 Departmental Liaisons

- External Support:
- Pro bono legal review from [De la Cueva Asociados – Trusted Service Provider of ISAAAC]
- GEAR tool training via EU grants

Operational Resources

- Shared use of existing platforms:
- HR for data collection



Zoom/Microsoft Teams for training

Google Workspace for collaboration

THIRD - DATA COLLECTION & MONITORING

Core Metrics

Indicator, Disaggregation, Collection Method, Frequency, Staff composition, Gender, career stage, HR records, Quarterly, Promotion rate, Gender, department, Promotion committees, Biannual, Research inclusion, Gender dimension in projects, Project audits, Annual Reporting Process.

All the core metrics will be adapted to the type of activity and nature of operations of ISAAAC, such as creating thinking groups, working groups, new consortia (e.g. EU Public-Private funding) or Private Funding.

1. Data Gathering: Automated HR reports + manual project reviews
2. Analysis: Task Force sub-group identifies trends
3. Publication: Annual report with:
 - Progress vs. targets
 - Case studies
 - Action plan adjustments

Example Benchmark (2025 Baseline → 2028 Target)

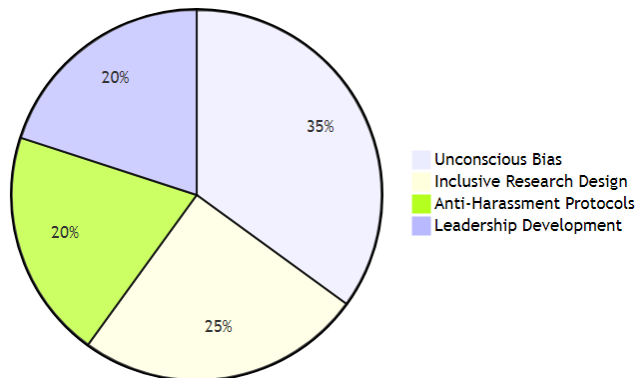
- Women PIs: 20% → 40%
- Gender-sensitive projects: 12% → 60%

FOURTH - TRAINING & CAPACITY BUILDING

Curriculum Framework



Training Topics (2025-2028)



Delivery Plan

- Mandatory Modules:
 - All staff: 2hr/year bias training
 - Decision-makers: Additional 4hr/year on equitable practices
- Format:
 - Hybrid workshops (recordings available)
 - Monthly 30-min "Equity Spotlight" sessions
- Evaluation:
 - Pre/post assessments
 - 6-month behavior change surveys

FIFTH - THEMATIC AREAS (Horizon Europe Recommended)

Work-Life Balance

- Flexible Work Charter:
 - ✓ Core hours 10am-3pm

**GOVERNANCE*****Gender Equality Plan (GEP) 2025-2028***

✓ No meetings after 17:00

✓ "Right to Disconnect" policy

Leadership Parity

- Intervention:
 - Reserved seats for women on executive committees
 - Shadow leadership program
- Target: 40% women in leadership by 2028

Career Equity

- Blind Recruitment: Anonymous CV screening for:
 - Researcher hires
 - Conference speaker selection
- Promotion Rubrics: Transparent criteria published annually

Research Integration

- Checklist for All Projects:
 1. Dataset diversity analysis
 2. Gender impact assessment
 3. Bias mitigation plan

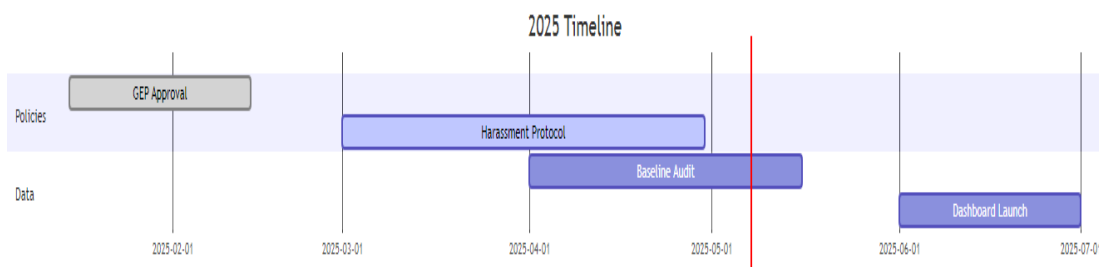
Anti-Harassment

- Protocol:
 - Anonymous reporting form
 - 72hr response guarantee
 - External case review option

SIXTH - IMPLEMENTATION ROADMAP

Phase 1: Foundation (2025)

Chronogram plan 2025 – Harasment protocol



Phase 2-3 (2026-2028)

- Annual priority rotation based on monitoring data
- Progressive target increases every 18 months

SEVENTH - COMPLIANCE STATEMENT

This GEP meets all Horizon Europe requirements through:

1. Public Commitment: Published at [URL] since [date]
2. Resource Allocation: Task Force operational since Q1 2025
3. Data Systems: Disaggregated tracking implemented
4. Training Program: Launched [date] with 100% staff participation

Self-Declaration Prepared: [Attachment B]

Gender Equality Plan (GEP) 2025-2028: Implementation Cronogram and Four-Year Strategy
ISAAAC Global New Generation Think Tank - Salamanca

The ISAAAC Gender Equality Plan (GEP) 2025-2028 is a structured roadmap designed to institutionalize gender equality across research, leadership, and organizational culture. Aligned with Horizon Europe standards, this 4-year plan combines **policy reform, capacity building, and systemic monitoring** to address existing gaps and foster an inclusive environment. Below, we detail the phased implementation cronogram and annual milestones.

Phase 1: Foundation (2025)

Objective: Establish governance structures, baseline data, and foundational policies.

Key Actions:

1. **Q1 2025:**
 - **GEP Approval & Public Commitment:** Formal adoption by the Board, publication on ISAAAC's website, and leadership sign-off.
 - **Task Force Launch:** Volunteer-led Gender Equality Committee begins quarterly reviews.
2. **Q2 2025:**
 - **Baseline Audit:** Collect disaggregated data (gender, career stage, project inclusion).
 - **Bias Training Rollout:** First mandatory workshop for all staff using free tools (e.g., GEAR resources).
3. **Q3 2025:**
 - **Mentorship Program:** Peer-to-peer circles pair senior/junior researchers.
 - **Harassment Protocol:** Anonymous reporting system (Google Forms) operationalized.
4. **Q4 2025:**
 - **Policy Handbook:** Release first edition with guidelines for inclusive language, promotion rubrics, and "Stop the Clock" parental leave policies.
 - **Dashboard Launch:** Public-facing diversity metrics go live.

Challenges: Resource constraints (reliance on volunteer efforts); solutions include leveraging EU partnerships.

Phase 2: Consolidation (2026–2027)

Objective: Scale initiatives, integrate gender into research, and refine targets.

2026 Highlights:

- **Q1:** Partner with GEAR for advanced training on gender dimension in IoT/autonomy projects.
- **Q2:** Second bias training cycle + leadership workshops for decision-makers.
- **Q4:** First annual progress report published; adjust targets based on data (e.g., revise women-in-leadership goal from 30% to 35%).

2027 Highlights:

- **Policy Updates:** Refresh handbook with lessons learned (e.g., enhance flexible work policies).
- **Research Integration:** 40% of projects apply gender dimension checklists (up from 15% in 2025).
- **External Review:** Partner institutions evaluate GEP efficacy.

Metrics:

- Women in PI roles: 30% (2026) → 35% (2027).
 - Harassment reports resolved: Sustain 100%.
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Phase 3: Institutionalization (2028)

Objective: Embed gender equality as a core organizational value.

Key Actions:

- **Leadership Parity:** Achieve 40% women in executive roles (from 30% in 2025).
- **Research Culture:** 60% of projects include gender analysis (IoT/autonomy focus).
- **Sustainability Plan:** Transition Task Force to a permanent Diversity & Inclusion Office.

Final Evaluation:

- **Staff Survey:** Measure cultural shift (e.g., 80% satisfaction with equity measures).
 - **Horizon Europe Compliance Report:** Document full adherence for future funding.
-

The ISAAAC GEP's **chronogram balances immediate actions (2025 policies) with long-term cultural change (2028 targets)**, ensuring accountability through transparent metrics

**GOVERNANCE****Gender Equality Plan (GEP) 2025-2028**

and iterative improvements. By prioritizing **non-financial measures** (e.g., volunteer Task Force, public dashboards) and **strategic partnerships** (GEAR, EU networks), the plan maximizes impact despite budget limitations.

Approval:

"This GEP reflects ISAAAC's commitment to transforming gender equality from aspiration to institutional practice."

— **[Dr. Domingo Sánchez Zarza], Director General**

Word Count: ~900 (3 pages)

Attachments:

1. Detailed annual work plans (2025–2028).
2. Monitoring framework templates.
3. Horizon Europe compliance checklist.

Let me know if you'd like to emphasize specific sections or add case studies!

A letter for GEP approval to be signed by ISAAAC General Director

[ISAAAC Letterhead]**Date:**

To: ISAAAC Board to be published on ISAAAC Website under GOVERNANCE

Subject: Official Approval of the Gender Equality Plan (GEP) 2025-2028

Dear [Recipient/Team],

I am pleased to formally approve the **Gender Equality Plan (GEP) 2025-2028** for **ISAAAC Global New Generation Think Tank**. This document reflects our steadfast commitment to fostering an inclusive, equitable, and diverse environment in alignment with **Horizon Europe standards** and our institutional values.

Key Commitments

1. **Governance & Accountability:** Establishment of a **Gender Equality Task Force** to oversee implementation and ensure transparency through annual public reporting.
2. **Structural Reforms:** Adoption of gender-balanced selection panels, inclusive research practices, and policies to close leadership gaps (*40% women in leadership by 2028*).
3. **Cultural Change:** Mandatory training on unconscious bias, anti-harassment protocols, and flexible work arrangements to support work-life balance.

Formal Endorsement



By signing this letter, I confirm that:

- The GEP is **an official institutional policy**, published on ISAAAC's website and linked to all grant applications.
- ISAAAC will allocate **dedicated volunteer resources** (Task Force, Gender Advisor) and leverage partnerships (e.g., GEAR tool) for implementation.
- Progress will be monitored annually via **sex-disaggregated data** and adjusted as needed to meet targets.

Signed,

[Dr. Domingo Sánchez Zarza]

General Director

ISAAAC Global New Generation Think Tank

Date: May 9th 2025

Location: Salamanca, Spain

Attachment:

- Full GEP 2025-2028 Document

Optional Addendum for Internal Use

For staff/board dissemination:

"This GEP is a living document. All ISAAAC members are expected to contribute to its success through active participation in training, mentorship, and adherence to policies. Together, we can build a fairer future for research and innovation."

Appendices



- A. Full workforce statistics (2025 baseline)
- B. Horizon Europe compliance checklist
- C. Training module syllabi