

The background of the entire page is a microscopic image of cells. The cells are stained with a bright green fluorescent dye, making them stand out against a dark, almost black background. The cells are interconnected by a network of thin, branching filaments, creating a complex, web-like structure. The overall appearance is that of a biological tissue or a network of cells, possibly neurons or a similar type of cell.

**Gender Equality  
Plan  
2022-2025**



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## 1- Introduction

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The CENTRO DE CIÊNCIAS DO MAR DO ALGARVE (CCMAR) strives to be a diverse and inclusive research centre, offering equal treatment and opportunities to all its fellowship holders and employees as well as job and fellowship applicants<sup>1</sup>. The importance of gender equality is part of CCMAR culture since its inception 30 years ago. The Gender Equality Plan offers an opportunity to regularly review our practice, implement new measures, promote consciousness about gender equality and contribute to achieve a *Union of Equality*<sup>2</sup>.

According to established international good practices<sup>3</sup> to define the current state of play, at CCMAR three steps were taken:

- i. **The review of relevant legislation and policies in Portugal** - At national level, the principle of equality and non-discrimination is recognized since the 1976 Constitution. The state considers the promotion of equality between men and women as one of its fundamental tasks, and for that reason the organization of work, the work and family life balance, parenthood and motherhood are protected and regulated by National Law. These national policies and other measures concerning, together with consistent direct research funding from the Portuguese Foundation for Science and Technology, have had a positive impact in the Research and Innovation environment in Portugal<sup>4</sup>. However, there are still gaps and room for improvement since Portugal scored only 62.2 points out of 100 in the Gender Equality Index 2021<sup>5</sup>. CCMAR complies with all legal responsibilities and does its utmost to constantly improve the transparency of its operation and gender equality practice. A resume of relevant legislation is presented in Annex I.
  
- ii. **The analysis of the available sex and gender disaggregated data about members, staff and candidates to job offers** - CCMAR conducts questionnaires to its members, employees, and fellowship holders and reports annually sex/gender disaggregated data since 2005. The latest data referring to 31 December 2021, reported that 60% (186 out of 309) of the CCMAR members (including those employed by partner institutions) were women and among CCMAR employees and fellowship holders 56% (57 out of 102) were women. Of those in the research career track 47% (18 out of 38) were women. Career track women researchers were 71% (10 out of 14) of junior researchers, 35% of assistant researchers (7 out of 20) and 50% (1 out of 2) of principal researchers.

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<sup>1</sup> See [CCMAR's non-discrimination and equal access opportunities policy](#)

<sup>2</sup> See [European Commission's European Strategy for Gender Equality 2020-2025](#)

<sup>3</sup> See [Gender Equality in Academia and Research](#)

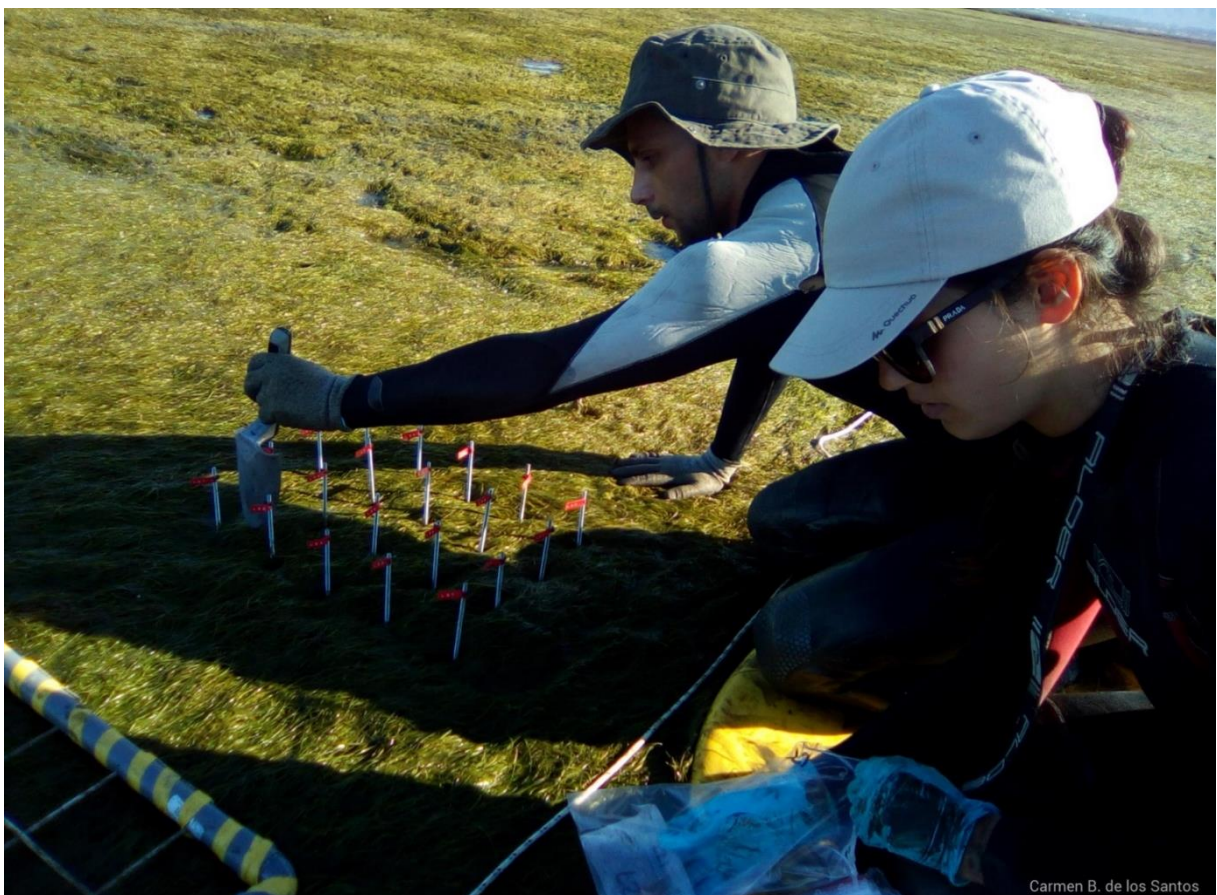
<sup>4</sup> See [Gender in the Portugal Research Arena: A case study in European Leadership](#)

<sup>5</sup> See [Gender equality index](#)

In 2021, through competitive calls, 65% (17 out of 26) of the new work contract employees hired by CCMAR were women. Among job applicants, women comprised 64% (93 out of 145) of which 71% (65 out of 92) of the eligible applicants and 55% (6 out of 11) of the job awards.

There is representativeness of women and men in the decision-making bodies: currently the President of the General Assembly is a woman, and the Board of Directors is chaired by a man and has 4 more members (2 men and 2 women). Among the 17 CCMAR research groups, 5 groups are co-led by a man and a woman, 6 are led by women and 6 are led by men. Access to professional training, is protected by Law and available to all (regardless of gender, category, role, or seniority).

- iii. **The Identification of the existing measures promoting gender equality** – CCMAR complies with all national Laws of Gender Equality and Non-Discrimination<sup>6</sup>. Additionally, CCMAR has taken measures to increase awareness of gender equality and non-discrimination<sup>7</sup>, and potentiate the equal and unrestricted participation of all, in CCMAR institutional life.



<sup>6</sup> See [CCMAR's non-discrimination and equal access opportunities policy](#)

<sup>7</sup> Collection of sex/gender disaggregated data of staff and applicants| CCMAR Code of Conduct and Equal Opportunities | Recruitment feedback surveys and Exit surveys | Inclusive communication language in job/fellowships announcements| Gender balance in CCMAR decision making bodies.

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## 2 - Action Plan

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After the analysis of the CCMAR state of affairs, and with inspiration and contribution from the following sources:

- [Horizon Europe Guidance on Gender Equality Plans](#)
- [Gender Equality in Academia and Research – Gear tool](#)

and from gender equality plans across European Institutions, the first **Gender Equality Plan (GEP)** was developed for a period of 4 years starting 2022. The **CCMAR GEP 2022-2025** has the following main objectives:

1. The creation of a working group with dedicated resources, to engage the whole organization in a process of self-reflection and with the objective of reviewing existing practice and propose new measures if adequate.
2. The definition of a new gender equality data collection framework to obtain a more comprehensive map of gender equality status, to document and monitor the GEP and to report annually - this will allow comparisons over time and will feed new actions based on the findings.
3. The structural integration of Gender Equality through the implementation of cultural and institutional norms and actions.

To meet these objectives the CCMAR **GEP** focuses on 5 gender equality priority areas:

- A. organizational culture and work-life balance**
- B. gender balance in power and decision making**
- C. gender equality in recruitment & career progression**
- D. integration of the gender dimension into research**
- E. gender-based violence including sexual harassment**

These areas are an umbrella for a set of measures of the implementation plan and promote structural change. The measures to be set in each of the 5 gender equality priority areas are presented below:

## A. Organizational culture and work-life balance: CCMAR

Appointment of working group for implementation, monitoring and transversal ownership of the GEP	
<b>Actions &amp; Measures</b>	Appointment of the Working Group by the Board of Directors <b>Timeline: To be implemented in 2023</b>
<b>Target</b>	CCMAR members
<b>Division of Responsibilities</b>	A representative of: Com. Department, Legal, HR, Technician, PhD student, Researcher with a permanent position, Researcher with a fixed term position (nominated by the Board of Directors)
<b>Indicators</b>	Evidence of 2 Meetings per year   CCMAR GEP annual report
Public commitment and staff motivation for the GEP	
<b>Actions &amp; Measures</b>	Publication of the CCMAR GEP at the CCMAR website   Mention of the GEP and its importance at the CCMAR Welcome Session <sup>8</sup>   Sharing the GEP annual report or relevant indicators at CCMAR intranet <b>Timeline: To be implemented from 2023</b>
<b>Target</b>	People attending the CCMAR Welcome Session   CCMAR community
<b>Division of Responsibilities</b>	Com. Department & HR
<b>Indicators</b>	Number of people attending the Welcome Sessions   Publications of relevant indicators on different communication channels
Encourage work/family and personal life balance	
<b>Actions &amp; Measures</b>	CCMAR employees can have inclusive work-life friendly working models (namely customized schedules) as well as part-time arrangements and teleworking subject to the board authorization   CCMAR awards 4 extra days of holiday, from a choice of available days, approved yearly   CCMAR employees that are on maternity leave receive a full Christmas allowance in that year   Foreigners can enrol at the Algarve University course: Portuguese as foreign language to better integrate in the local culture <b>Timeline: Implemented</b>
<b>Target</b>	CCMAR employees
<b>Division of Responsibilities</b>	CCMAR board of Directors and Managers
<b>Indicators</b>	Number of employees (disaggregated by sex) using flexibility arrangements
Promote parental rights information	
<b>Actions &amp; Measures</b>	Communicate, as part of the induction package information regarding equality, non-discrimination and rights and duties of workers with parental responsibilities, including legal information <b>Timeline: Implemented</b>
<b>Target</b>	CCMAR employees
<b>Division of Responsibilities</b>	HR
<b>Indicators</b>	Availability of the documents through the appropriate channels
Promote a work culture that foster well-being and zero tolerance to discrimination	
<b>Actions &amp; Measures</b>	Assess the employee perceptions of discrimination regarding gender and bad behaviour interpersonal conduct <b>Timeline: Implemented</b>
<b>Target</b>	CCMAR employees
<b>Division of Responsibilities</b>	HR & CTS
<b>Indicators</b>	Evidence of internal annual questionnaire and conclusions

<sup>8</sup> CCMAR Welcome Session is an event promoted by HR & CTS where all newcomers are introduced to CCMAR's mission, history, governance, major regulations, support staff, social media, health and safety good practices, emergency procedures, and risks at CCMAR.

## B. Gender balance in power and decision making

Gender balance and representation in the composition of governance and advisory bodies	
<b>Actions &amp; Measures</b>	Definition of a norm by the Board of Directors to not appoint single gender lists/invitations/nominees in governance and advisory bodies <b>Timeline: To be Implemented from 2023</b>
<b>Target</b>	CCMAR Researchers
<b>Division of Responsibilities</b>	General Assembly and CCMAR Board of Directors
<b>Indicators</b>	Governance and Advisory bodies composition

## C. Gender equality in recruitment & career progression

Balanced representation in the composition of recruitment and career evaluation panels	
<b>Actions &amp; Measures</b>	Approval by the board of Directors of gender representativeness when nominating recruitment and career evaluation panels <b>Timeline: To be Implemented from 2023</b>
<b>Target</b>	CCMAR Researchers
<b>Division of Responsibilities</b>	Board of Directors
<b>Indicators</b>	Sex disaggregated data on recruitment and career evaluation committees/panels
Promotion of Equal Access to Job opportunities	
<b>Actions &amp; Measures</b>	Monitoring of the applicants to CCMAR fellowships and working contracts in gender disaggregate stats (Woman  Man  Non-binary) <b>Timeline: Implemented</b>
<b>Target</b>	CCMAR Applicants to fellowships or working contracts
<b>Division of Responsibilities</b>	HR
<b>Indicators</b>	Gender disaggregated data on all calls open by CCMAR
Detail map of gender balance at CCMAR	
<b>Actions &amp; Measures</b>	Increase the amount of gender disaggregated data related with CCMAR members and visitors [See annex 2] <b>Timeline: To be Implemented from 2023</b>
<b>Target</b>	CCMAR members and visitors
<b>Division of Responsibilities</b>	Gender Working Group with input from internal groups and departments [See annex 2]
<b>Indicators</b>	GEP annual report
Ensuring job announcements and selection decisions are clear and transparent	
<b>Actions &amp; Measures</b>	Announcements must be clear about requirements, benefits/conditions, and selection committee   Transparent selection process <b>Timeline: Implemented</b>
<b>Target</b>	CCMAR candidates
<b>Division of Responsibilities</b>	Selection Committees
<b>Indicators</b>	Evidence in CCMAR website published announcements and the respective minutes

Use of inclusive language in external and internal communication	
<b>Actions &amp; Measures</b>	Elaboration of a guide for the promotion of inclusive communication language <b>Timeline: To be Implemented from 2024</b>
<b>Target</b>	CCMAR members and visitors
<b>Division of Responsibilities</b>	HR with input from CITE <sup>9</sup> (to be requested)
<b>Indicators</b>	Publication of the Guide at the CCMAR intranet

#### D. Gender equality in recruitment & career progression

Dissemination of the importance of the gender dimension in research	
<b>Actions &amp; Measures</b>	Training/Lecture from a Gender Dimension in Research expert in a CCMAR seminar <b>To be Implemented from 2024</b>
<b>Target</b>	Audience of the CCMAR Seminars
<b>Division of Responsibilities</b>	Doctoral School <sup>10</sup>
<b>Indicators</b>	Evidence of the CCMAR seminar Number of people attending the seminar
Provide new recruits with tools to integrate the gender dimension in their research	
<b>Actions &amp; Measures</b>	Make available literature on gender dimension in research to new recruits <sup>11 12</sup> <b>To be Implemented from 2023</b>
<b>Target</b>	CCMAR newly recruited researchers
<b>Division of Responsibilities</b>	HR
<b>Indicators</b>	Evidence of the documentation as part of the induction package
Collect detailed data on the inclusion of gender dimension in research	
<b>Actions &amp; Measures</b>	Increase the information by collecting gender dis-aggregated quantitative data related to the researcher's production <b>To be Implemented from 2023</b>
<b>Target</b>	CCMAR Researchers
<b>Division of Responsibilities</b>	Gender Working Group with input from several units [See annex 2]
<b>Indicators</b>	GEP Annual Report

<sup>9</sup> [Comissão para a Igualdade no Trabalho e Emprego](#)

<sup>10</sup> [CCMAR Doctoral School](#)

<sup>11</sup> "[What is the Gender Dimension In Research – Case studies in interdisciplinary research](#)" by Dr. Trine Rogg Korsvik and Dr. Linda Marie Rustad from [Kilden genderresearch.no](#)

<sup>12</sup> European Commission, Directorate-General for Research and Innovation, *Gendered innovations 2 : how inclusive analysis contributes to research and innovation : policy review*, Publications Office, 2020, <https://data.europa.eu/doi/10.2777/316197>



## E. gender-based violence including sexual harassment

Disseminate CCMAR values, code of conduct and guidelines for reporting gender-based violence	
<b>Actions &amp; Measures</b>	The approval of the Code of Conduct & Equal Opportunities policy by the board of Directors. Dissemination of content emphasizing the non-acceptance of abuse of power, harassment and bad interpersonal behaviour conducts including passive violence indicating the Equality Ombudsperson in case of complaints <b>Implemented</b>
<b>Target</b>	CCMAR Members
<b>Division of Responsibilities</b>	Board of Directors   Equality Ombudsperson
<b>Indicators</b>	Publication on the CCMAR intranet   Evidence of the wide communication to CCMAR members   Number of claims to the Equality Ombudsperson

The proposed measures connect directly with the United Nations' Sustainable Development Goal (SDG) 5 - *Achieve gender equality and empower all women and girls* and also with the four-mandatory process-related requirements for a GEP Horizon Europe GEP<sup>13</sup>, namely:

- To be a public document signed by the CCMAR Board of Directors
- To have dedicated resources
- Data collection and monitoring
- Training

This GEP is draw down to be the first step for a more detailed GEP to be concluded in 4 years.

With this plan we publicly assume our commitment to the promotion of fairness and equality for all genders.



<sup>13</sup> See [Gender Equality Plans as an eligibility criterion in Horizon Europe](#)

## Annex I - Legal Instruments

- Constitution of the Portuguese Republic
- Law no.134/1999 of August 28<sup>th</sup>
- Law no. 40/2004 of August 18<sup>th</sup> (Fellowship Holder By-Laws)
- Law no. 61/2008 of October 31<sup>st</sup>
- Portuguese Labour Code
- Law no. 3/2011 of February 15<sup>th</sup>
- Resolution no. 19/2012 of the Council of Ministers of March 8<sup>th</sup>
- Resolution no.13/2013 of the Council of Ministers of March 8<sup>th</sup>
- Ordinance no. 84/2015 of March 20<sup>th</sup>
- Law no. 133/2015, of September 7<sup>th</sup>
- Law no. 73/2017 of August 16<sup>th</sup>
  
- Universal Declaration of Human Rights
- Charter of Fundamental Rights of the European Union
- 2030 Agenda of the United Nations
  
- Council Directive 2000/43/EC of 29<sup>th</sup> June
- Council Directive 2000/78/EC of 27<sup>th</sup> November
- European Parliament Resolution on harassment at the workplace no. 8200/2339 (INI) of September 20<sup>th</sup> 2001
- Council Directive 2004/113/EC of 13<sup>th</sup> December
- Directive 2006/54/EC of the European Parliament and of the Council of 5<sup>th</sup> July 2006
- Council Directive 2010/18/EU of 8<sup>th</sup> March 2010
- Decision of the European Council, 21<sup>st</sup> October 2010
- European Commission (2012). Communication on ‘A Reinforced European Research Area Partnership for Excellence and Growth’ (COM(2012) 392 final)
- European Commission (2015). ERA Roadmap 2015-2020. Luxembourg: Publications Office of the European Union
- Council of Europe (2016). Gender Equality Glossary

## Annex II - Data Collection Metrics and Monitoring

Data Collection Metrics and Monitoring for the CCMAR – GEP Report by gender (Women Men Non-Binary)	Unit Responsible for collecting the information
Members - Grade A – Full Professors, Group Leaders, and Coordinating Researchers by type of contract	Secretariat
Members- Grade B – Principal Researchers, Associate or Assistant Professors, Coordinator Professor, by type of contract	Secretariat
Members - Grade C – Assistant Researchers, Marie Curie Researchers, Auxiliary professor, Adjunct Professor by type of contract	Secretariat
Members - Grade D – Junior Researchers and Post-doctoral fellowship holders by type of contract	Secretariat
Members - Grade E – Early-Stage Researchers and PhD Fellowship Holders	Secretariat
Members - Grade F - BSc. students and MSc. students	Secretariat
Members - <b>Technicians</b> : Research or Laboratory or other facilities Technicians /Manager and non-academic degree fellowship holders	Secretariat
Members- <b>other support staff</b> : Assistants/Technician/Manager (Secretariat, Communication, Legal, Business Unit, HR and Finance department)	Secretariat
Global members at CCMAR	Secretariat
Integrated members at CCMAR	Secretariat
Collaborator members at CCMAR	Secretariat
Members with PhD at CCMAR	Secretariat
Members by research group	Secretariat
Members by specific knowledge domains based primarily on the content of the R&D subject matter - FORD (Fields of research and development): Natural sciences  Engineering and technology  Medical and health sciences  Agricultural and veterinary sciences  Social sciences  Humanities and the arts	Secretariat
Global members by nationality	Secretariat
Global members by age	Secretariat
Award of PhD in the current year to CCMAR members	Doctoral School/Secretariat
PhD students	Secretariat/ CCMAR doctoral School
Research projects submitted in the current year disaggregated by PI's gender	Finance Department/ Business Unit
Research projects selected/funded/contractualized in the current year disaggregated by PI's gender	Finance Department/ Business Unit
The integration of a gender dimension in submitted projects disaggregated by the PI's gender	Business Unit
The integration of a gender dimension in selected/contractualized/funded projects disaggregated by the PI's gender	Business Unit

International Patent applications proposed by the researcher(s)' gender	Business Unit
CCMAR start-ups in the current year by the partners disaggregated by gender	Business Unit
Integration of a gender dimension into PhD research projects disaggregated by the PhD student gender	Board of Directors/ CCMAR doctoral School
External Scientific Advisory board members	Secretariat
Board of Directors	Secretariat
Fiscal Council members	Secretariat
General Assembly members	Secretariat
Books submitted as first author	Communication
Books submitted as last author	Communication
Peer-reviewed publications as first author	Communication
Peer-reviewed publications as first author	Communication
Impact factor of peer-reviewed publications as first author	Communication
Impact factor of peer-reviewed publications as last author	Communication
Speakers at CCMAR seminars in the current year	Communication
Gender disaggregation of participants at CCMAR webinars/conferences	Communication
Number of times persons are tagged by gender	Communication
CCMAR members participation in outreach activities	Communication
Visitors with PhD	CTS
Visitors	CTS
Participants in CCMAR training courses	CTS
Trainees (Erasmus +) at CCMAR	HR
Qualification level of CCMAR fellowship holders (BSc., MSc. PhD)	HR
Qualification level of CCMAR employees (Working contract - BSc., MSc. PhD)	HR
% of women in permanent positions at CCMAR	HR
Applicants to CCMAR fellowship	HR
Applicants to CCMAR working contracts	HR
Applicants to CCMAR working and fellowship contracts	HR
Eligible applicants to CCMAR working contracts	HR
Eligible applicants to CCMAR working and fellowship contracts	HR
Selected applicants at CCMAR - working contract	HR
Selected applicants at CCMAR - fellowship	HR
Number of Women and Men (with working contract) having left CCMAR that year specifying the number of years spent in the organisation	HR
Number of absence days taken by persons with working contract disaggregated by motive	HR
Number of training hours/credits attended by persons with working contract	HR
CCMAR fellowship holders by age	HR
CCMAR working contracts by age	HR
CCMAR fellowship holders by nationality	HR
CCMAR working contracts by nationality	HR
CCMAR HR - Grade A – Group Leaders and Coordinating Researchers by type of contract	HR

CCMAR HR- Grade B – Principal Researchers by type of contract	HR
CCMAR HR - Grade C – Assistant Researchers, Marie Curie Researchers, by type of contract	HR
CCMAR HR - Grade D – Junior Researchers and post-doctoral fellowship holders by type of contract	HR
CCMAR HR - Grade E - Early Stage Researchers, PhD fellowship holders	HR
CCMAR HR - Grade F - fellowship holders: BIC fellowship holders, BSc. students, MSc. students	HR
CCMAR HR - Ratio of persons among Researchers (Grade A -D) working under precarious working contract (with PhD and a fellowship or with a fixed term contract or with an uncertain term contract with less than one year)	HR
CCMAR HR Technicians: Research or Laboratory or other facilities Technicians /Managers and non-academic degree fellowship holders	HR
CCMAR HR - other support staff: Assistants/Technician/Manager (Secretariat, Communication, Legal, Business Unit, HR and Finance Department)	HR