

INITIAL ACTION PLAN

Through the **Gender Time** project TECNALIA intended to:

- carry out an in-deep analysis of the gender and diversity issues.
- design and implement a new tailored action plan with measurable actions towards equal opportunities for employees.
- create the preconditions for structural change.

The Tecnalia Action Plan (TAP) is built from a detailed diagnosis of the situation regarding gender starting from the establishment of a diversity and gender policy. Awareness and dissemination activities (internal and external) related with gender issues were also considered. TAP also covered the review of employment policies and procedures, the analysis of the career progression and the equal pay of research staff. Existing work-life balance measures (flexible time-table, tele-working, additional holidays), have been analysed and promoted from the gender perspective.

Right: slide from the general presentation of TECNALIA.



Below: Consortium meeting in Bilbao, 2013.



CHALLENGES

- Role of private research organization in an academic context.
- Temporal context of TECNALIA in a recent merging process with other institutions (Challenge but Opportunity to change the organisational culture and raising awareness)
- Lack of a systematic collection of sex disaggregated data. Such data would allow the monitoring of gradual changes.
- Lack of relevant data and studies is particularly alarming concerning the business sector and the private research which is often the recipient of large amounts of research funding.
- Confidential information (privacy policies-regulation)



SUCCESS FACTORS

Supportive factors:

- The implication from the Transfer Agent obtaining the data and also contacting the responsible persons.
- Existing social network.
- Creation of an open space committee to discuss problems and presentation of ideas for change.

ACHIEVEMENTS AND REFLECTION

- **Work-life balance measures** have high impact at organisational level, (flexible time-table, tele-working, additional holidays buying i.e.).
- **Gender Time staff culture survey.** High response rate which leads us to think that TAP is a relevant issue in the organisation.
- Permanent **participatory structures** for reflection.
- **Commitment to include social dimension** in research content.
- **On-going reflection of the implementation process** (structural and individual level):
 - Building alliances for promoting gender equality.
 - Flexible adaptation of visions and concrete actions according to institutional conditions.
 - Sustainability of implementation processes.
 - Understanding the causes of the segregation.



Left and below: Gender Time mid conference in Bilbao, 2013.



Left: participatory reflection.



LESSONS LEARNED

- Participatory approach to the planning of the TAP and its approval at the highest level of the institution are two important factors that demonstrate the commitment to action.
- The sustainability of dedicated gender equality structures at institutional level is important.
- Monitoring and evaluation mechanisms are difficult to implement, as well as the targeted transformation of mind-sets and the institutional culture.

New Gender Equality Plan

A new Gender Equality Plan including new actions and indicators will be implemented at TECNALIA for 5 years. The plan incorporates the results and conclusions of the Gender Time project and the project team has participated in the definition of the plan. One of the objectives is to integrate further the gender perspective in the managing boards of TECNALIA. TECNALIA has a particular casuistry regarding its governance and direction and it is composed by the main stakeholders of the region (companies and public administration)

In this context, the plan will work in two main areas:

- The Assembly of Members, the Board and its committees.
- The different management positions as reflected in the internal organisation.

A task force will be created with the aim of monitoring the governing bodies (rules and processes of access) and to identify barriers to achieve a balance (26% of the staff members hold a management position). Other actions will be the definition of measures to identify and reduce barriers related to gender and access to governance. A responsible person will be appointed for ensuring balance in governance.

GOOD PRACTICE EXAMPLE