



# HÉTFA RESEARCH INSTITUTE'S GENDER EQUALITY PLAN 2022- 2024

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# INTRODUCTION

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This Gender Equality Plan was developed for HÉTFA Research Institute (HÉTFA) to establish a gender framework in research, management and employment, as well as in the social relations among the members of the research community inside and outside of the organisation.

HÉTFA was established in 2009 as an independent think tank and research performing organization in Budapest, Hungary. It is engaged in public policy analysis, economic and social research, regional and urban development, as well as in preparing and managing EU and internationally funded projects. In November 2021, at the time of the data collection, HÉTFA had 23 permanent staff members and 2 women on maternal leave.

This Gender Equality Plan is the first attempt of HÉTFA to express commitment 1) to promote equal opportunity in the treatment of its employees, including ensuring a safe and equal environment for scientific work, career and work-life balance, and 2) to function as a workplace that is respecting equality and diversity. Developing HÉTFA's first Gender Equality Plan (HÉTFA GEP) was an excellent opportunity to introduce the concept and the benefits of having an evidence-based gender equality plan at the institute. As research performing organization, it is of the utmost importance to ensure that gender and gender equality is a foundational value in the research activities and international project management. With the implementation of this Gender Equality Plan, HÉTFA also intends to advance its scientific interest and potential, while establishing its role in covering gender-related research and international cooperation projects.

Starting the preparation process from November 2021, the Plan was formulated by the Gender Audit Team (HÉTFA GAT), the internal project group of HÉTFA, for the period of 2022-2024. With the strong support of the leadership, a three-month-long assessment on the gender equality state of the art at HÉTFA was carried out. The assessment was based on small-scale exploratory research. Data collection included data aggregation, interviews with middle managers and women professionals having young children, and a survey for all employees. The results are summarized in a Research Report, in Hungarian.



This Gender Equality Plan is the result of the analysis and consultations carried out by the HÉTFA GAT for identifying objectives, indicators and actions. The Plan also includes the establishment of the Gender Equality Team (HÉTFA GET), the position of a Gender Equality Officer (GEO), and the specific tasks of preparing a Gender Equality Work Plan (HÉTFA GEWP) for the entire implementation period. The roles and responsibilities of HÉTFA GET and GEO will be established in a document of mandate, which will be available for all employees. The Work Plan will be created in the first six months of the implementation and annual adjustments will be applied after the yearly meetings of the HÉTFA Gender Equality Team.

The HÉTFA GEP is a strategy for three years - 2022-2024, whereas internal evaluation will take place after two years of implementation, by the end of 2023. Based on the internal yearly evaluations, a comprehensive report will be prepared by the HÉTFA GET to identify factors that hinder the implementation of the current plan and develop alternatives for better implementing the objectives. This version of the Gender Equality Plan will be updated by the end of 2024, following a comprehensive report on the developments regarding gender equality at HÉTFA. The Research Report and HÉTFA GEWP are internal documents (in Hungarian), whereas HÉTFA GEP is a publicly available document in English.

Internal regulatory framework and policies to implement increasing gender equality in all key areas have not been in place earlier at HÉTFA. Thus, the current GEP was developed according to the existing EU-level and national policies and frameworks concerning gender-based discrimination and tools for improving gender equality. First and foremost, HÉTFA GEP is aligned with the principles and recommendations set out by the European Commission's Horizon Europe Programme (Horizon Europe General Annexes, Horizon Europe Guidance on Gender Equality Plans, September 27, 2021)<sup>1</sup> for fulfilling the eligibility requirements for financial funding, while it also follows the guide issued by the European Institute for Gender Equality (GEAR Tool)<sup>2</sup> for assuring quality design, implementation and monitoring of initiatives for increased gender equality.

Furthermore, the elaboration of the current Plan adheres to the EU and international level policies, which refer to the equality between women and men, in particular to the European Commission's

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<sup>1</sup> [https://gender-spear.eu/assets/content/Horizon%20Europe%20Guidance%20on%20GEP\\_en.pdf](https://gender-spear.eu/assets/content/Horizon%20Europe%20Guidance%20on%20GEP_en.pdf)

<sup>2</sup> <https://eige.europa.eu/gender-mainstreaming/toolkits/gear/step-step-guide>

Gender Equality Strategy (2020-2025)<sup>3</sup> and the 17th Sustainable Development Goals - Goal 5, "Achieve gender equality and empower all women and girls" issued by the United Nations.<sup>4</sup> In order to incorporate the national context for guaranteeing gender equality between men and women in the economic and social life, the Plan also corresponds with the Act CXXV of 2003 on Equal Treatment and the Promotion of Equal Opportunities.<sup>5</sup>

The HÉTFA GEP presents the key priority areas of interventions, which were formulated based on the results of the GE assessment, the main objectives identified by HÉTFA GAT and the actions and measures planned for implementing the HÉTFA GEP, including the necessary responsibilities, timelines and resources dedicated to implementation and monitoring.

The HÉTFA GEP was approved and signed by the CEOs of HÉTFA on the 4th of March 2022. HÉTFA GEP is published on HÉTFA's website.

Budapest, 4 March 2022



Gábor Balás

Managing Director and Founder

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<sup>3</sup> [https://ec.europa.eu/info/policies/justice-and-fundamental-rights/gender-equality/gender-equality-strategy\\_en](https://ec.europa.eu/info/policies/justice-and-fundamental-rights/gender-equality/gender-equality-strategy_en)

<sup>4</sup> <https://sdgs.un.org/2030agenda>

<sup>5</sup> <https://www.ilo.org/dyn/natlex/docs/ELECTRONIC/68657/119877/F-778690014/HUN68657%20Hun.pdf>

# KEY INTERVENTION AREAS AND OBJECTIVES IDENTIFIED FOR HÉTFA GEP

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Based on the thorough evaluation of the complied data and qualitative results, the Plan features the implementation of 11 objectives within 5 priority areas of interventions. The key areas and objectives identified for the Equality Plan at HÉTFA revolve around the following aims: 1) changes on the organizational level to support equal and safe work conditions for everyone, 2) support to achieve excellence in research and in international project implementation by integrating the gender dimension and 3) awareness-raising activities for individuals to increase the understanding of the importance of equality issues and strengthen positive attitudes towards diversity.

- 1** Driving Institutional change towards increased gender equality
  - Objective 1.1. Establishing the institutional background for implementing the GEP at HÉTFA
  - Objective 1.2. Ensuring gender-sensitive and safe organizational culture
- 2** Gender Equality in employment, career advancement and leadership
  - Objective 2.1. Making all phases of employment gender-sensitive
  - Objective 2.2. Supporting leadership capacity for men and women
  - Objective 2.3. Ensuring equal pay for equal work
- 3** Reconciliation of work and life
  - Objective 3.1. Integrating institutional actions to ensure the development of a work life balance
  - Objective 3.2. Ensuring possibilities to improve employees' capacity for work-life balance
- 4** Gender dimension in research and innovation
  - Objective 4.1. Reaching excellence in research/project development and implementation by integrating gender dimension
  - Objective 4.2. Creating equal opportunity conditions for men and women to participate in research/project activities
- 5** Gender dimension in international projects
  - Objective 5.1. Including gender analysis in all phases of project development and implementation
  - Objective 5.2. Increasing the visibility of HÉTFA in international projects focusing on gender-related issues



## Key Intervention Area 1:

### Driving Institutional Change Towards Increased Gender Equality

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The organizational culture and leadership at HÉTFA prioritize maintaining a work community based on a family-friendly workplace and ensuring equal opportunities for women and men in fulfilling their career goals. Based on the analysis and discussion on the compiled data and qualitative results, gender equality both as a concept and as an objective is generally supported by the leadership and institutional staff. The elaboration of the present Gender Equality Plan was supported at Hétfa at all levels of the organization. Its relevance was acknowledged, especially in recruitment, career and leadership, and its connection to work-life balance issues. The majority of the interviewed managers - most of them are also senior researchers - clearly expressed their interest in integrating gender in the various research areas and projects. Although the general interest and support were detected for the GEP, there is a lack of sensitivity for gender mainstreaming in the recruitment, promotion and decision-making processes. There was also a resistance against explicit initiatives for gender equality in the workplace and a low understanding of the organizational obstacles to equal opportunity. Overall, the results show a need to improve understanding of the importance of gender equality, and to initiate awareness-raising actions on the other hand. Similarly to the low awareness of gender equality issues, there are no initiatives, measures, or organizational tools and documents (i.e., Code of Ethics) established at HÉTFA for mainstreaming gender equality and to raise concerns about sexist working environments. HÉTFA does not have any particular policy addressing harassment cases and operating procedures to report cases and support victims. In sum, HÉTFA is committed to Gender Equality overall through the idea of ensuring equal opportunities, however there are no dedicated strategies, organizational initiations or tools to promote gender equality explicitly.



### Objective 1.1. Establishing the institutional background for implementing the GEP at HÉTFA

Activities	Indicators for measuring activities	Timeline and actors involved
<b>Establishing the working conditions and resources for the Gender Equality Team</b>	One meeting per year	2022 GET, CEOs
	Members, roles and responsibilities are clearly assigned by revising and finalizing the current Mandate	
<b>Establishing the position of a Gender Equality Officer (GEO)</b>	Position is established and internally funded	2022 GET, CEOs
	Role and responsibilities are clearly defined in work contract	
<b>Maintaining and redesigning continuous GE monitoring</b>	Research Plan is created for improving methodology for assessment: key areas to be monitored are defined, monitoring tools are enriched	2023-2024 GET, CEOs
	GE monitoring is carried out	
	GE Report is produced	
	New/revised version of the current plan is designed and implemented	
<b>Creating Gender Equality Work Plan (GEWP)</b>	GEWP is prepared by the GET and approved by leadership	continuous GET, CEOs
	GEWP is revised yearly by HÉTFA's GET	

### Objective 1.2. Ensuring gender-sensitive and safe organizational culture

Activities	Indicators for measuring activities	Timeline and actors involved
<b>Ensuring awareness and internal communication on GEP</b>	All employees are informed of HÉTFA's GEP	2022 GET GEO
	Presentations and activities covering GEP	
	Visibility is ensured on HÉTFA's website	
<b>Eliminating gender-based stereotypes, prejudices that create gender inequality at the workplace</b>	Sensitivity, awareness and knowledge on GE and diversity is improved as part of the Organizational Development Program	2022-2023 GET GEO CEOs
<b>Developing an institutional complaint mechanism</b>	An institutional system is developed for an efficient and safe complaint procedure, GEO is appointed as a contact person	GET GEO on demand
	External advisors/contacts are identified for counselling, if needed	
<b>Raising awareness on sexual harassment and stereotypes at workplace</b>	Employees are informed about the role of the GEO responsible for taking complaints of sexual harassment and issues concerning equal opportunity, name and email address of the GEO are included in the 'House Rules' of HÉTFA	continuous GEO
	New recruits are introduced to GEP and GEO	

## Key Intervention Area 2:

### Gender Equality in employment, career advancement and leadership

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Currently women managers and senior professionals have a significant role in leadership at HÉTFA - except for the top-level management and the junior level. There is, however, a gender balance in the middle level of the management (see Table 1).

Table 1. No. of female and male employees at HÉTFA

	Female	Male
<b>All employees</b>	<b>14</b>	<b>9</b>
Employees being on parental leave	2	0
Owner/CEO	0	2
Middle management	3	1
Senior researcher/manager	8	8
Junior researcher/manager	6	1

The satisfactory gender balance at the middle management is reflected in the small gender pay gap. Strong rhetoric was detected for supporting equal opportunity for all in promotion and recruitment; simultaneously, affirmative actions for supporting women's career and leadership ambitions were strongly opposed. At the same time, interviewees expressed that they favour supporting the leadership capacity and plans of women managers having young children and freshly appointed managers independently of gender. Recruitment and promotion procedures are based on informal



processes and not well-documented, career moves not even monitored. There is also an absence of a formal mechanism for reintegration for women on and after maternity leaves, due to the small number of women in this status. Reintegration is individually planned and communication with them while they are on maternity leave is relatively satisfactory. The following activities aim to set up a gender-sensitive and sustainable structure at HÉTFA for supporting leadership, gender-sensitive career opportunities and procedures in recruitment.

## Objective 2.1. Making all phases of employment and career gender-sensitive

Activities	Indicators for measuring activities	Timeline and actors involved
<b>Monitoring recruitment and promotion processes through data analysis and proposing further activities to eliminate gender inequality</b>	Gender-disaggregated data on recruitment and employment mechanisms are collected (gender of applicants for jobs and shortlisted candidates are documented)	continuous GET CEOs Heads of Divisions
<b>Improving gender balance situation within the different units</b>	Gender balance is improved in the recruitment of interns	continuous GET CEOs Heads of Divisions
	Gender balance is improved in the promotion for junior researcher position	
<b>Developing career-monitoring system and identifying measures to support men and women in their career</b>	Career development plans and progression is monitored and discussed on annual meetings with supervisors	continuous GET CEOs Heads of Divisions
	Obstacles for career opportunities and advancement of women are identified - Results of gender analysis on careers is incorporated into the next Research report and GEP	

## Objective 2.2. Supporting leadership capacity for men and women

Activities	Indicators for measuring activities	Timeline and actors involved
<b>Improving leadership skills and capacities for women and men</b>	Educational programs/trainings/workshops are offered upon the need of women and men equally to increase self-awareness as a leader and improve leadership skills	continuous GET CEOs
	Negotiation and management skills are improved	Heads of Divisions
<b>Empowering women leaders</b>	Women leaders' understanding is improved on the specific challenges they face in career promotion and acceptance as leaders at Organizational Development Training	continuous GET CEOs
	Mentoring/coaching opportunity is offered for newly appointed women leaders	Heads of Divisions
<b>Assessing women's scientific careers</b>	Participation of women and men in international research projects, conferences and publications are monitored	continuous GET
	Based on monitoring results, targeted measures and action plan are developed by GET to improve gender balance concerning the participation in international research projects, conferences and publication	internal expert

### Objective 2.3. Ensure equal pay for equal work


Activities	Indicators for measuring activities	Timeline and actors involved
Improving awareness on equal pay within the different units of HÉTFA	Data on gender equality in wages are collected	2023-2024 GET CEOs internal expert
	Based on assessment results, measures are put in place	



## Key Intervention Area 3:

### Reconciliation of Work and Life

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HÉTFA is perceived as a family-friendly and employee-friendly workplace. Senior management is strongly committed to support the reconciliation of work and private life since it understands that it is in its interest to ensure employees' satisfaction on work-life balance. The following support schemes are well-established practices that are available for all employees independently of gender: part-time work, distance-work, home office, flexible working and paid leaves tailored to individual needs. It can be concluded that HÉTFA provides broad support to its employees, which was approved to be particularly important during the lockdowns due to the COVID-19 pandemic. However, HÉTFA as a working community is not an exception to the negative consequences of the deregulated, informal and often employer-driven flexible working conditions. The exploratory research also revealed a strong expectation for presenteeism and overwork, which often leads to conflict between work and life, particularly the diminishing of the borders between the domains of work and the private sphere. The negative consequences seem to affect women who have care responsibilities primarily. Due to the wide range of work-life balance possibilities at HÉTFA, the activities under the following two objectives focus on decreasing the negative consequences of the informal processes contributing to unbalanced work-life by making recommendations for monitoring the employee satisfaction level, reducing overtime and enhancing individual capacity building in order to reconcile work and life.

### Objective 3.1. Integrate institutional actions to ensure the development of a work-life balance

Activities	Indicators for measuring activities	Timeline and actors involved
<b>Improving conditions for flexible work, distance-working and part-time work</b>	Guidelines are developed on flexible work, distance work and part-time work	2022 GET CEOs Heads of Divisions
	Guidelines are communicated to all employees	
<b>Assessing the work-life balance (WLB) satisfaction level</b>	Tools (i.e., survey) are developed to measure satisfaction level annually	continuous GET CEOs internal expert
	WLB Satisfaction level is surveyed annually	
	Results of WLB Survey is incorporated into the next Research Report and GEP	
<b>Reducing overtime</b>	Overtime is monitored	continuous GET CEOs internal expert Heads of Divisions
	Based on assessment results, targeted measures are put in place (i.e., possible interventions include introducing office-hours, developing guidelines for accounting overtime, scheduling meeting times and managing meetings accordingly to work life balance needs)	
<b>Applying for Family-friendly workplace grant possibilities</b>	At least one grant application is submitted within the next 3 years	2023-2024 GET CEOs internal expert
<b>Supporting provision of childcare during school holidays</b>	Flexible working, part-time is ensured to women and men during the period of the school holidays	continuous CEOs Heads of Divisions
	Adjustment of annual leave with school holidays is allowed for employees caring for children between 2-14	

### Objective 3.2. Ensuring possibilities to improve employees' capacity for work-life balance


Activities	Indicators for measuring activities	Timeline and actors involved
<b>Identifying difficulties of and solutions for a better WLB</b>	Bidirectional employee and supervisor evaluation of work-life balance is part of the yearly career meetings	continuous CEOs Heads of Divisions All employees
<b>Ensuring support for improving WLB</b>	WLB as an issue is tackled as part of the Organizational Development Training At least 60% of employees participated in the training Group coaching opportunity on WLB is offered to employees upon need	2022-2023 GET CEOs Heads of Divisions All employees
<b>Ensuring support for the smooth reintegration of employees on maternal/parental leave</b>	Opportunities are created for involving employees on maternal/parental leave into paid work Access is provided for employees on maternal/parental leave to information about work-related issues and opportunities	continuous CEOs Heads of Divisions



## Key Intervention Area 4:

### Gender Dimension in Research and Innovation

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The primary consideration regarding the fourth intervention area is to improve excellence in research by applying those aspects marked in the survey completed by employees as the most essential to focus on. These aspects cover the incorporation of gender into the research methodology, the equal opportunity of men and women to participate in research projects, meetings and debates, and the support provided for women to advance their chances in scientific careers and ambition. Therefore, the following activities aim to provide clear guidelines to the researchers, particularly on how to collect gender sensitive-data and perform a gender analysis. It is also the intention to make gender aspect integration a regular process when designing and conducting research and, in this way, to avoid gender-biased knowledge production in any research. The activities introduced under the second objective aim to prevent the systematic invisibilisation of the contribution of women in research projects, conferences and other scientific events.

#### Objective 4.1. Reaching excellence in research/project development and implementation by integrating gender dimension

Activities	Indicators for measuring activities	Timeline and actors involved
Including a gender perspective in research/projects	Framework is designed on including gender aspect in international research/projects	2022 GET internal expert
Raising awareness about the importance of gender dimension in research/projects	Consultation is provided upon need to researchers on what gender-sensitive data collection and gender-inclusive research mean  Internal database is created on gender-related research topics, tools, resources and webinars	continuous GET internal expert
Involving gender in research content	Strategy for participating in gender-related international research within the framework of Horizon Europe Programme	2022 continuous Head of the Division for International Cooperation internal expert
	The number of gender-related international research and development activities and projects are followed, implementation is monitored, target numbers are set for monitoring (i.e., gender related research/project/publication)	


#### Objective 4.2. Creating equal opportunity conditions for men and women to participate in research/project activities

Activities	Indicators for measuring activities	Timeline and actors involved
Encouraging equal opportunity in participation of men and women in research	Equal participation of women and men in research/projects teams/ scientific events at all levels are monitored and improved based on the assessment results	continuous GET CEOs Heads of Divisions internal expert
	Junior researchers' intention for PhD education is monitored and supporting steps are taken as needed	

## Key Intervention Area 5:

### Gender Dimension in International Projects

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Overall, international projects represent a field where the integration of gender dimensions has a high chance to appear. Not only because the objectives of the particular projects cover gender-related issues (i.e., empowerment of women entrepreneurs, improving the capacity of girls to enter into STEM fields), but a large scale of methodology, approaches and tools are already available and applied in project development, implementation and evaluation at HÉTFA. Therefore, the activities for the two following objectives (1) ensure that continuous application of gender analysis is included in all phases of project implementation and coordination, and (2), as a future-oriented activity, increase the visibility of HÉTFA in international projects focusing on gender-related issues.



### Objective 5.1. Including gender analysis in all phases of project development and implementation

Activities	Indicators for measuring activities	Timeline and actors involved
<b>Improving knowledge on gender analysis for project idea development</b>	International project managers are supported by GET and GEO to include gender dimension and carry out a gender analysis when developing and designing a project	continuous GET GEO internal expert
	Internal database is created (topics, tools and resources, information on webinars is collected and made available for managers)	
<b>Ensuring gender-sensitive approaches within project implementation</b>	International project managers are supported to include gender-sensitive approaches and evaluation within all phases of project implementation by consultation and know-how provided to them	continuous GET GEO internal expert
	Gender balance in the project consortiums and teams are monitored	
	Gender balance in the project activities and events are monitored	

## 5.2. Increasing the visibility of HÉTFA in international projects focusing on gender-related issues

Activities	Indicators for measuring activities	Timeline and actors involved
<b>Strengthening cooperation with international partners</b>	Strategic areas are identified to involve gender as a topic in international projects (i.e., STEM, GE in HEI, gender in entrepreneurship, gender in education)	2022 continuous Head of the Division for International Cooperation Senior project managers internal expert
	Number of submitted project proposals focusing on gender-related topics is monitored	
	Number of implemented international projects focusing on gender-related topics and coordinated as lead partner is monitored	
	Number of implemented international projects focusing on gender-related topics and participated in as partner is monitored	
<b>Participating in other activities</b>	Collaboration is established with national and international networks/communities/stakeholders to exchange and explore experience, knowledge and expertise	continuous Senior project managers internal expert
	Webinars/trainings/seminars/conferences are visited with the purpose of improving gender-related knowledge on international project development, at least 3 events are visited by at least 2 project managers	
<b>Establishing a Gender Lab (GL) at HÉTFA</b>	Gender Lab is set up	2023 GET CEOs Head of the Division for International Cooperation Senior project managers internal expert
	Human and financial resource is allocated to develop and maintain the GL	