

ODTÜ-GÜNAM's Gender Equality Plan - 01 January 2022

This document contains ODTÜ-GÜNAM's Gender Equality Plan (GEP). This plan was approved by the ODTÜ-GÜNAM Board of Directors. This plan will show the aim and targets that ODTÜ-GÜNAM will set to promote gender equality within our organization, and we hope to find ways to achieve this critical goal. ODTÜ-GÜNAM is a research center that works on Solar Energy. It does research that supports United Nations (UN) Sustainable Development Goals (SDGs) like Goal 7: Affordable and Clean Energy, Goal 13: Climate Action directly as well as Goal 1: No Poverty, Goal 2: Zero Hunger, Goal 3: Good Health and Good Well Being, Goal 6: Clean Water and Sanitation, Goal 8: Decent Work and Economic Growth, Goal 9: Industry Innovation and Infrastructure, Goal 11: Sustainable Cities and Communities, Goal 12: Responsible Consumption and Production, Goal 14: Life Below Water and Goal 15: Life on Land. ODTÜ-GÜNAM needs to act as a responsible institution on Goal 5: Gender Equality. Supporting solar research with a gender dimension will also be necessary for ODTÜ-GÜNAM.

We appreciate the EU's initiative on gender equality and find this a chance to understand our current situation and develop a road map to improve our position in terms of gender equality. We would like to set a positive example to our research community in terms of achieving gender equality, possibly attracting women employees in the field of solar research, using the actual potential and expertise of women currently working or ODTÜ-GÜNAM.

Dedicated resources: Gender Equality Committee of ODTÜ-GÜNAM started working in December 2021. Our Gender Equality Committee (GEC) initially had Assoc. Prof. Dr. Pinar Derin-Güre (Senior Researcher), Oya Ertunç-Bilgiç (Vice-President), Eylül Gedik (Researcher), Balkan Mutlu (Researcher), Cevahir Dilek (Human Resources Manager). Each year, we will aim to have a GEC with five members: a Human Resources (HR) representative, a representative from management, a senior researcher (preferably working on gender), and a junior researcher.

Gender Equality seminar(s) are planned for each year. ODTÜ-GÜNAM main facility and online sources will be used for this purpose.

Data Collection and Monitoring:

Each year, the data derivation will be coordinated with GEC in December. Employee surveys that include questions on gender will be done in January. In February, each year plan will be updated, and GEC will write a report on our progress in terms of gender equality and present it to the Board of Directors (BOD).

GÜNAM was established in 2009; it became an independent institution from METU (ODTÜ) and was named ODTÜ-GÜNAM in 2021. Therefore, gender data on ODTÜ-GÜNAM that was generated by human resources data dates back only to 2021. In addition to the human resources data, GEC conducted a survey for GEP that can give us important insight on the existence of possible gender differences on 25 December 2021. Table 1 to Table 19 contain data from human resources and the survey mentioned.

Current Situation and Future Goals

A) Gender balance in leadership, decision-making, and research

	2021 / 2022 (Baseline) ¹		2022 / 2023		2023 / 2024		2024 / 2025	
	Men	Women	Men	Women	Men	Women	Men	Women
Board of Directors	7	0	7	0	7	0	6	1
Head of Board of Directors	1	0	1	0	1	0	1	0
President	1	0	1	0	1	0	1	0
Vice President	1	1	1	1	1	1	1	1
Administrative Personnel (Managers)	2	4	2	4	2	4	2	4
Administrative Personnel (Other)	3	6	3	6	3	6	3	6
Technical Personnel	6	0	6	1	6	2	6	2

¹ Most recent year for which accurate data is available

Table 1 contains information on governing bodies and senior management committees. We have information on the baseline and forecasts for the following three years. When we look at the gender ratios, we see that all of the members of the Board of Directors (BOD) are male. It is important to note that ODTÜ-GÜNAM is an independent research institution funded by the Turkish Ministry of Industry and Technology under law 6550. According to law, the upper body which appoints the Board of Directors of ODTÜ-GÜNAM consists of The Ministry of Industry and Technology, The Ministry of National Education, The Presidency of Strategy and Budget, The Presidency of Council of Higher Education, The Presidency of Scientific and Technological Research Council of Turkey.

As the BOD had been appointed last year, it will be hard to change the members at once. Many talented female solar scientists and policymakers can join our BOD. If one of our BOD resigns, we would like to mention our interest in having women in our BOD to the upper body. ODTÜ-GÜNAM's Gender Equality Committee plan to contact with Women on Board Association of Turkey (<https://www.womenonboardturkey.org>) which was founded as an EU project, to get their suggestion on how to achieve the goal to have more women in our BOD. Our Head of Board of Directors and president is male as well. They started to work with ODTÜ-GÜNAM last year, and we hope to work with them for several years, so we didn't set any gender goals there for 2021. If we change these positions, we would be happy to have women candidates in these high-ranked positions. We have a gender balance in terms of vice presidents; therefore, we hope to have that in the future. ODTÜ-GÜNAM has more female administrative managers and personnel, but all technical personnel is male. We hope to have more women as technicians in ODTÜ-GÜNAM. The technician role is mainly seen as a men's position; we need to support women technicians. On the employee surveys, it has been mentioned that more technical staff is necessary. Therefore, we will see this as an opportunity.

Table 2. ACADEMIC AND RESEARCH STAFF AND NATIONAL BENCHMARK DATA

Grade	2021 / 2022 (Baseline) ¹					2023 / 2024				
	Men		Women		Total	Men		Women		Total
	n	%	n	%		n	%	n	%	
Lead Researcher	11	85%	2	15%	13	11	69%	5	31%	16
Division Coordinator	5	100%	0	0%	5	5	83%	1	17%	6
Researcher	41	60%	27	40%	68	41	56%	32	44%	73
Lead Researcher (Other)	5	83%	1	17%	6	5	63%	3	38%	8
Researcher (Other)	0	0%	1	100%	1	0	0%	1	100%	1
Total	62	67%	31	33%	93	62	60%	42	40%	104

¹ Most recent year for which accurate data is available

ODTÜ-GÜNAM mainly does research that focuses on Engineering and Natural Sciences. The researcher numbers are not balanced between genders worldwide as women are underrepresented in STEM. Aiming to be a research lighthouse, ODTÜ-GÜNAM aims to employ more women scientists. We set the target to increase the number of female researchers at all levels. We hope to add at least two women lead researchers, one division coordinator, and five women researchers to ODTÜ-GÜNAM in 2023/2024.

Table 3. ACADEMIC AND RESEARCH STAFF, CONTRACT TYPE (PERMANENT / OPEN-ENDED, FIXED TERM, ZERO HOURS / HOURLY)

Grade	2021									
	Permanent / Open-ended					Fixed-Term				
	Men		Women		Total	Men		Women		Total
	n	%	n	%		n	%	n	%	
Lead Researcher	11	85%	2	15%	13	0	-	0	-	0
Division Coordinator	5	100%	0	0%	5	0	-	0	-	0
Research Specialist	1	50%	1	50%	2	0	-	0	-	0
Researcher	39	60%	26	40%	65	0	-	0	-	0
Lead Researcher (Other)	0	-	0	-	0	5	83%	1	17%	6
Researcher (Other)	0	-	0	-	0	0	0%	1	100%	1
Research Assistant	0	-	0	-	0	1	100%	0	0%	1
Total	56	66%	29	34%	85	6	75%	2	25%	8

Most of the researchers and academic staff in ODTÜ-GÜNAM works for Middle East Technical University. The contract type that they can sign is decided by the position in the university, and according to the law, there cannot be any difference between women and men. Among the permanent employment, men seem to be a higher percentage. Still, it is coming from the fact that more men have been employed in research positions; when that balance is improved, the numbers in Table 3 will improve.

Table 4. ACADEMIC AND RESEARCH STAFF, CONTRACT STATUS (FULL-TIME, PART-TIME)

Grade	2021 (Baseline)									
	Full-Time					Part-Time				
	Men		Women		Total	Men		Women		Total
	n	%	n	%	n	n	%	n	%	n
Lead Researcher	5	83%	1	17%	6	6	86%	1	14%	7
Division Coordinator	1	100%	0	0%	1	4	100%	0	0%	4
Researcher	40	60%	27	40%	67	1	100%	0	0%	1
Lead Researcher (Other)	0	-	0	-	0	5	83%	1	17%	6
Researcher (Other)	0	-	0	-	0	0	0%	1	100%	1

Grade	2022-2023									
	Full-Time					Part-Time				
	Men		Women		Total	Men		Women		Total
	n	%	n	%	n	n	%	n	%	n
Lead Researcher	5	71%	2	29%	7	6	67%	3	33%	9
Division Coordinator	1	100%	0	0%	1	4	80%	1	20%	5
Researcher	41	56%	32	44%	73	0	-	0	-	0
Lead Researcher (Other)	0	-	0	-	0	5	63%	3	38%	8
Researcher (Other)	0	-	0	-	0	0	0%	1	100%	1

Table 4 shows the gender differences in full-time and part-time employment. One concern could be the fact that women that are employed are part-time employed. At the same time, women might need more flexibility and option to work part-time to balance the work-family life as they are prone to take more responsibility at home. The part-time and full-time position of the researchers generally depends on their role in the university. If they work as full-time professors, they can be employed part-time by ODTÜ-GÜNAM. This is set by law again, so we don't get concerned about the gender differences so much. At the same time, we aimed to have more women as researchers, both full-time and part-time, in Table 2, in line with the gender equality goals set.

Table 5. LEAVERS

Reason	Grade	2021 / 2022 (Baseline) ¹	
		Men	Women
End of Contract	Lead Researcher		
	Division Coordinator		
	Researcher		
	Lead Researcher (Other)		
	Researcher (Other)		
	Other (Please specify)		
Resignation	Lead Researcher		
	Division Coordinator		
	Researcher	2	1
	Lead Researcher (Other)		
	Researcher (Other)		
	Other (Administrative Personnel- Assistant Manager)	2	2
Retirement	Lead Researcher		
	Division Coordinator		
	Researcher		
	Lead Researcher (Other)		
	Researcher (Other)		
	Other (Please specify)		
Other (Please specify)	Lead Researcher		
	Division Coordinator		
	Researcher		
	Lead Researcher (Other)		
	Researcher (Other)		
	Other (Please specify)		
Total		4	3

¹ Most recent year for which accurate data is available

One significant concern that we would like to explore was whether men leave their jobs much more than females. As ODTÜ-GÜNAM was founded recently, we don't have much data on that. There had been four men and three women that left. Two women administrative personnel resigned; there is no end of contract or retirement. Researchers usually quit pursuing their graduate degrees abroad. As we only have one data point for women, administrative staff leave, it is hard to say that there is an inequality here. Still, we will keep this in mind and check the updated numbers next year to see if this persists.

B) Wage Gap Between Genders

Research Infrastructure Committee sets wages for research and administrative positions. According to the law, there is no wage differential between men and women. Our Human Resources data show no wage gap as well.

C) Work-life balance and organisational culture

ODTÜ-GÜNAM is located inside Middle East Technical University (METU/ODTÜ) Campus. There is an on-campus child care centre for METU Employees. Nearly 60% of ODTÜ-GÜNAM staff work for METU and have direct access to child care services. The child care centre also accepts applicants outside METU hence administrative staff of ODTÜ-GÜNAM can apply to these positions for their children. On-campus transportation is available all over Ankara. Subsidized lunch services and an on-campus sports centre exists, and ODTÜ-GÜNAM members can use these services in terms of the contract signed between METU and ODTÜ-GÜNAM. METU also has on-campus markets, banks, stores, and post offices. The campus has walking and bicycle trails and a pond and is the greenest place in Ankara. ODTÜ-GÜNAM employees can enter on campus with their ODTÜ-GÜNAM employee cards on the weekends with their families as well.

METU has had a Gender and Women's Studies (GWS) graduate program (<http://gws.metu.edu.tr/en>) since 1994. Interested ODTÜ-GÜNAM researchers can take gender-related courses if they are also graduate students in METU. If not, ODTÜ-GÜNAM employees can apply to take courses as special students if they are already enrolled in a graduate program in Turkey.

Table 6. UPTAKE OF WORK-LIFE BALANCE PROVISION

	2021 (Baseline) ¹	
	Men	Women
Paternity Leave	0%	-
Parental Leave	0%	0%
Other Caring Responsibilities	3%	7%
Flexible Working	47%	41%
Remote Working	37%	30%
Part Time Working	13%	7%
Sabbatical Leave	18%	22%
Other Unpaid Leave	8%	15%
Other	8%	22%

¹ Survey results

Table 7. MATERNITY / ADOPTION LEAVE

Grade	2021				
	On maternity / adoption leave	Returned from maternity / adoption leave		Did not return from maternity / adoption leave	
	Number	Number	Average length of leave taken	Number	Reasons for not returning
Researcher	1	1	115	0	
Total	1	1	115	0	

Table 6 shows the flexible working environment in ODTÜ-GÜNAM: No one is on parental leave. It seems like more men take advantage of flexible and remote, and part-time working environments compared to women. Women took more sabbatical leave as well as unpaid leave. Although the percentages are close to each other, there seems to be more need to inform women about their remote and flexible working options. It can be essential to understand whether women feel less confident to use these options and/or feel they have to prove themselves more in the workplace. Specific questions will be added to the subsequent surveys to understand this. A module can be set in terms of work-family life options of flexible working on the gender equality seminars. We don't have much evidence on maternity leaves. There seems to be only one employee to use a maternity leave and used a paid leave for 115 days which is in line with the legal requirements.

Table 8. EXTERNAL RESEARCH FUNDING APPLICATIONS AND SUCCESS RATES

Year	Research Grant Applications				
	Men		Women		Total
	n	%	n	%	n
2021 / 2022 (Baseline) ₁	22	69%	9	28%	32
Year	Success Rate				
	Men		Women		Total
	n	% of Applications	n	% of Applications	n
2021 / 2022 (Baseline) ₁	4	18%	4	44%	9
Year	Pending Rate				
	Men		Women		Total
	n	% of Applications	n	% of Applications	n
2021 / 2022 (Baseline) ₁	4	18%	1	11%	6

Table 8 shows the research grant applications and success rate for women. In line with the literature, we see that women apply less to these grants. 69% of grant applicants are men who make a research grant application, but only 28 percent of grant applicants are women. One staff didn't mention gender. This difference might also come from the fact that there are more women as researchers rather than lead researchers; therefore, they might not be able to make a research application independently. The success rate of women seems to be higher among women. This data might suggest that women researchers need more support to make funding applications. We plan to have one seminar on women scientists and their funding application experiences. More project office help and support can also be offered to women researchers. There is also a need to investigate the reasons for low application for women like house responsibilities, getting afraid to fail, lack of support from other colleagues, etc.

Table 9. COMPLETION OF SURVEY

Year	Survey Completion (Gender Share in Total)						Survey Completion (Completion Rates per Gender)			
	Men			Women			Men		Women	
	n	%		n	%		n	%	n	%
2021 / 2022 (Baseline) ₁	38	58%		27	41%		66	53%	38	46%
									27	64%

Table 9 shows the percentages of males and females who filled our survey. We do see that a more significant portion of women served in the survey, but generally, total take-off is only 53%. We aim to make it at least 70% in 2023 and above 80% in 2024.

Table 10. PATENT/INDUSTRY COLLOBORATION

Year	Application				
	Men		Women		Total
	n	%	n	%	n
2021 / 2022 (Baseline)	7	78%	2	22%	9

Table 10 shows the patent and industry collaboration of women compared to men. We see that application for industry collaboration and patents is low among women. Only 22% of applicants are women. The reasons for this and mitigation methods are planned to be asked in our following survey.

Table 11. How satisfied are you with the current balance between your professional and personal life?

Gender	1:Very dissatisfied		2		3		4		5: Very satisfied	
	n	%	n	%	n	%	n	%	n	%
Women	1	4%	2	7%	13	48%	7	26%	4	15%
Men	7	18%	10	26%	6	16%	6	16%	9	24%
No gender indication	0	0%	0	0%	0	0%	1	100%	0	0%

% corresponds to share of each statement in women and men who completed the survey

Table 11 shows how satisfied ODTÜ-GÜNAM employees are in work-life balance. Most of the women are neither satisfied nor dissatisfied. The percentage of women and men satisfied or very satisfied with their life balance seems to be the same, whereas there appear to be more men that are very dissatisfied with the current life balance.

Table 12. Do you regularly work from home?

Gender	Yes		No		Not Answered	
	n	%	n	%	n	%
Women	6	22%	20	74%	1	4%
Men	15	39%	23	61%	0	0%
No gender indication	1	100%	0	0%	0	0%

% corresponds to share of each statement in women and men who completed the survey

Table 12 shows that the percentage of women who work from home is less than that of men who work from home. In terms of the general rules, there are no differences. The difference might come from the position of women. Low-rank positions can have less room to work from home; this might be why. GEC will investigate general reasons for this problem.

Table 13. Do you tend to work weekends/evenings in addition to normal working hours?

Gender	Yes		No		Sometimes		Not Answered	
	n	%	n	%	n	%	n	%
Women	13	48%	10	37%	3	11%	1	4%
Men	26	68%	6	16%	5	13%	1	3%
No gender indication	1	100%	0	0%	0	0%	0	0%

% corresponds to share of each statement in women and men who completed the survey

Table 13 shows that women tend to work less on the weekends and evenings. This fact is positive in terms of the life balance of women, but research jobs might need more in the weekends and evenings than administrative office jobs, which might also be the reason for this difference.

Table 14. How frequently do you travel for work purposes?

Gender	Never		1-2 times per year		3-4 times per year		5-9 times per year		10-12 times per year		Fortnightly		Not Answered	
	n	%	n	%	n	%	n	%	n	%	n	%	n	%
Women	16	59%	9	33%	1	4%	0	0%	0	0%	0	0%	1	4%
Men	23	61%	9	24%	5	13%	0	0%	1	3%	0	0%	0	0%
No gender indication	0	0%	1	100%	0	0%	0	0%	0	0%	0	0%	0	0%

% corresponds to share of each statement in women and men who completed the survey

Table 14 shows that women tend to travel slightly more in percentages compared to men, but there seem to be no significant differences. The frequency of travel is more for men compared to women.

Table 15. Do you feel that you have achieved your career ambitions in ODTÜ-GÜNAM in terms of grade attainment?

Gender	Yes		No		Don't know	
	n	%	n	%	n	%
Women	3	11%	11	41%	13	48%
Men	7	18%	18	47%	13	34%
No gender indication	1	100%	0	0%	0	0%
Total	11	17%	29	44%	26	39%

% corresponds to share of each statement in women and men who completed the survey

Table 16. Would you be interested in having a higher grade position in ODTÜ-GÜNAM?

Gender	Yes		No		Don't know	
	n	%	n	%	n	%
Women	12	44%	7	26%	8	30%
Men	16	42%	9	24%	13	34%
No gender indication	0	0%	1	100%	0	0%
Total	28	42%	17	26%	21	32%

% corresponds to share of each statement in women and men who completed the survey

Table 15 and 16 shows the career ambitions and future career prospects for men and women. We see that both for men and women, there is room for improvement. It is vital to investigate the reasons here. The reasons for not achieving career goals can be different for men and women. At the same time, we see that women percentage of women who completed the grade attainment is low. The reason could be the higher level of researchers that rate women compared to leading researchers and division leaders.

Table 17. Do you expect to achieve a senior management position in ODTÜ-GÜNAM?

Gender	Yes		No		Don't know		Already have been	
	n	%	n	%	n	%	n	%
Women	3	11%	14	52%	9	33%	1	4%
Men	4	11%	18	47%	14	37%	2	5%
No gender indication	0	0%	0	0%	0	0%	1	100%
Total	7	11%	32	48%	23	35%	4	6%

As ODTÜ-GÜNAM recently gained its autonomy, the procedure for getting promoted has not been self-explanatory. Therefore, expecting to have a senior position is low for both men and women. At the same time, senior-level jobs are scarce as there are not many employees in ODTÜ-GÜNAM (123 employees). Nearly half of the women don't expect to have senior management level. It is essential to investigate the reasons for this and treat it.

D) Gender-Based Violence and Sexual Harassment

Table 18. Do you know how to proceed when you experience bullying or harassment?

Gender	Yes		Not Sure		No		Not answered	
	n	%	n	%	n	%	n	%
Women	10	37%	10	37%	6	22%	1	4%
Men	20	53%	15	39%	2	5%	1	3%
No gender indication	1	100%	0	0%	0	0%	0	0%
Total	31	47%	25	38%	8	12%	2	3%

% corresponds to share of each statement in women and men who completed the survey

Table 19. In your current working environment, have you experienced or observed bullying from:

Gender	Manager		Colleague		Other	
	n	%	n	%	n	%
Women	3	11%	0	0%	0	0%
Men	3	8%	1	3%	1	3%
No gender indication	0	0%	0	0%	0	0%

% corresponds to share of each statement in women and men who completed the survey

Tables 18 and 19 show information on bullying/mobbing and sexual harassment. Our survey shows that women seem to know less how to proceed than men at the time of harassment and mobbing. Therefore, setting a road map for this is essential. GEC plans to write down road maps and things to do and let ODTÜ-GÜNAM employees know within 2022. Table 19 shows that the number of men and women who observed bullying was the same, but as ODTÜ-GÜNAM has fewer women, the percentage is higher.

Unit for Promoting Gender Equality and Preventing Sexual Harassment (CİTÖB) was established in 2016 within METU (<https://citob.metu.edu.tr/tr>). CİTÖB aims to raise awareness on gender equality, support equality in representation, raise awareness, increase sensitivity, and support complaints about gender-based violence, particularly sexual harassment and assaults. All ODTÜ-GÜNAM members who are a part of METU can have access to CİTÖB. CİTÖB guidelines cover the events within the METU campus where ODTÜ-GÜNAM is located. CİTÖB's level of ownership among students and staff is high. CİTÖB had been giving online training to students and staff shaped by their needs. For example, during the COVID-19 pandemic, demand training on digital violence was provided. There is a designated office space of CİTÖB on the METU campus. CİTÖB cooperates with psychologists and psychiatrists of the Medical Centre. GEC of ODTÜ-GÜNAM plans to set a meeting with CİTÖB on the ways to collaborate.

The general timeline/roadmap for Gender Equality for ODTÜ-GÜNAM is listed in the appendix.

Gender Equality Committee:

Assoc. Prof. Dr. Pinar Derin-Güre (Lead Researcher)

Oya Ertunç-Bilgiç (Vice President of ODTÜ-GÜNAM)

Eylül Gedik (Researcher)

Balkan Mutlu (Researcher)

Cevahir Dilek (Human Resources Manager of ODTÜ-GÜNAM)

APPENDIX:

ODTÜ-GÜNAM Gender Equality Road Map for 2022-2023				
#	Topic	Time	Description	
Tasks that have been done				
1	Establishment of Gender Equality Comitee (GEC)	10.12.2021	GEC with five members that includes an Human Resources (HR) representative, a representative from management, a senior researcher (preferably working on gender) and a junior researcher.	First footsteps in terms of Gender Equality is taken within ODTÜ-GÜNAM
2	Gender Data Collection within ODTÜ-GÜNAM	25.12.2022	Human Resources data had been organized for men and women	
3	Employee survey with gender dimension	25.12.2022	Survey questions can be seen in this link: http://gunam.metu.edu.tr/gep_survey	
2	GEP (Gender Equality Plan) written and approved	1.01.2022		
4	GEP listed on ODTÜ-GÜNAM Website	1.01.2022	Web Address: http://gunam.metu.edu.tr/gep	
Task to be implemented (Short-Run, 2022-2023)				
1	Quarterly and yearly data collection for male and female employees	1.12.2022 (Y)	Quarterly disaggregated data will be collected on the number of employees etc. Additions of more data items	Data Collection for Male and Female Employees
2	Employee survey with gender dimension	5.01.2023	Updated disaggregated survey data will be collected by GEC. Questions on potentila problems from 2021 will be asked in details.	
3	Trainings on Gender for Employees		Gender Equality and Sexual Harrasment (by GWS, CİTÖB or other related institutions) and intrduce it as a menditory online course to all employees.	Trainings
4	Women in Science	21.02.2022	Female Researcher(s) experience share in terms of career and funding opportunities	
5	GEC Monthly Meeting	Monthly	To audit the progress towards set GEP plan	Audit
6	GEC Semi Annual Meeting Report	22.07.2022	BOD.	
7	Gender Dimension of Solar Energy	1.02.2023	A research paper will be led by our SSH team (ex: role of women on clean energy transition / women labor force participation on solar energy)	Gender Research
8	Women employees at ODTÜ-GÜNAM	22.02.2023	More women employees at all levels in ODTÜ-GÜNAM	Recruitment and Career Progression
9	Higher ranked positions for women employees	5.03.2022	Setting up a meeting with Women on Board Association of Turkey to get some suggestions.Setting up a GEC Meeting with administration on potential women candidates for higher level positions.	
10	Updated GEP	22.02.2023	Updated GEP with new data will be written approved by BOD and published online.	Updated GEP
Task to be implemented (Longer-Run, 2024-)				
11	Data collection in the medium run		Having 5 year data points on gender more data points. Report longer run data and set the problems and room for progress for 5 years and more both for survey data and HR data	Data Collection for Male and Female Employees
12	Trainings on Gender Equality		All employees, both men and women, of ODTÜ-GÜNAM will have a relevant gender equality traing.	Trainings
13	Extensive Gender Research on Renewable/Solar Energy		on how to include the gender aspects on technical research.	Gender Research
14	More women employees		Having a 10% increase in th number of women employees until the EU standards in the similiar field is	Recruitment and Career Progression
15	More women at top levels		Having at least two women in Board of Directors. Aiming for at least 35-40% women in the top admin and	
16	Gender Equality Culture at Institution level		An inclusive language on research and other communication will be promoted . A guideline proposd to be prepared by GWS and CİTÖB of METU can be adopted.	Fostering a culture of Gender Equality
17	Work-Life balance with a gender focus-I		Trainings on importance of work life balance, encourage parental leave for men.	Work-Life Balance
18	Work-Life balance with a gender focus-II		Lactation room for women in ODTÜ-GÜNAM Pavillion or new building to be used.	