



Gender Equality Plan

The gender Equality Plan (GEP) of ODTÜ-GÜNAM was first approved by the ODTÜ-GÜNAM Board of Directors (BOD) on the 1st of Jan, 2022. The updated version was approved by the BOD in December 2024. This plan shows the aim and targets that ODTÜ-GÜNAM will set to promote gender equality within our organization, seeking new ways to achieve this critical goal through some updated methodologies. As a research center specializing in solar energy, ODTÜ-GÜNAM is committed to contributing to the United Nations (UN) Sustainable Development Goals (SDGs), with a primary focus on **Goal 5: Gender Equality**. The center recognizes the importance of integrating gender dimensions into solar energy research while also directly addressing **Goal 7: Affordable and Clean Energy** and **Goal 13: Climate Action**. Furthermore, its activities support other SDGs, including Goal 1: No Poverty, Goal 2: Zero Hunger, Goal 3: Good Health and 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. As a responsible institution, ODTÜ-GÜNAM emphasizes the intersection of gender equality and sustainable energy innovation.

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

Dedicated resources: The Gender Equality Committee of ODTÜ-GÜNAM started working in December 2021. Our Gender Equality Committee (GEC) initially had Oya ERTUNÇ BİLGİÇ (*Acting President*), Assoc. Prof. Dr. Pınar DERİN GÜRE (*Lead Researcher*), Assoc. Prof. Dr. Bilge ŞENTÜRK (*Lead Researcher*), Dr. Güneş KURTULUŞ (*Researcher*), Cevahir DİLEK (*Human Resources Manager*), Samed ERTEKİN (*PSO Manager*), Özge EROL (*Project Management Specialist*). Each year, we will aim to have a GEC with at least four members: a Human Resources (HR) representative, a representative from management, a senior researcher (preferably working on gender), and a junior researcher.

Data Collection and Monitoring:

Data derivation will be coordinated with GEC in December annually. In December of each year, the Gender Equality Plan will be updated, and GEC will write a report on ODTÜ-GÜNAM's progress and present it to the Board of Directors (BOD). The gender audit method will be followed in the implementation of this plan. The gender audit is a method used to assess and check the institutionalization of gender equality policies, programs, projects, and/or service delivery within organizations, including their structures, processes, and budgets¹. International organizations use two main approaches to conduct a Gender Audit. These are the Participatory Gender Audit (PGA) and the Gender Integration Framework. The Gender Integration Framework aims to integrate gender equality and gender perspectives at the program, project, or policy level, whereas PGA seeks to develop a community-based understanding of gender equality and particularly focuses on conducting participatory analysis at the local level.

¹ EU, 2024. https://eige.europa.eu/gender-mainstreaming/tools-methods/gender-audit?language_content_entity=en

Therefore, a participatory analysis based on the PGA method will be carried out within the framework of ODTÜ-GÜNAM.

A Participatory Gender Audit (PGA) will be conducted to analyse and evaluate the current state of gender equality in ongoing activities within ODTÜ-GÜNAM. The Participatory Gender Audit (PGA) methodology is a process based on a participatory approach. This method promotes institutional learning by effectively and practically encouraging gender mainstreaming². The PGA evaluates whether practices for gender mainstreaming are effective and mutually reinforcing. It is also significant in monitoring and assessing progress made in gender mainstreaming. This method serves as a baseline assessment for institutions adopting it, identifying critical gaps and challenges. The PGA proposes solutions to address these issues and offers new, more effective strategies. Furthermore, it documents good practices towards achieving gender equality. The key components of the ODTÜ-GÜNAM methodology are based on semi-structured interviews and online survey with staff of the audited unit at all hierarchical levels; collective workshops and seminars. Therefore, a participatory analysis based on the PGA method will be carried out within the framework of ODTÜ-GÜNAM. Additionally, the key stages that ODTÜ-GÜNAM will focus on within the PGA framework are:

- Generating understanding of the extent to which gender mainstreaming has been internalized and acted upon by staff,
- Examining the extent to which human resources policies are gender-sensitive,
- Set up the initial baseline of performance on gender mainstreaming in an organization with a view to introducing an ongoing process of benchmarking to measure progress in promoting gender equality,
- Measure progress in implementing action plans on gender mainstreaming and recommend revisions as needed.
- Ensure that gender equality practices are part of the corporate culture and common values.

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 generated by human resources data dates back only to 2021. For the years 2025 and 2026, in this process, ODTÜ-GÜNAM has outlined its roadmap for the year, as shown in Appendix. Accordingly, in the first quarter of the PGA process, a survey form will be created for female and male employees, and data will be collected. The second quarter will involve administering the survey to employees and analyzing the collected data, as well as organizing a workshop within ODTÜ-GÜNAM based on the analysis results. The third quarter will focus on a period dedicated to gender training, conducted by experts in the field. In the last quarter, a report will be prepared summarizing the gender-related activities carried out throughout the year and presented to all stakeholders. Additionally, the last quarter will involve completing the preparations for the impact monitoring study to be conducted in the following year.

ODTÜ-GÜNAM's long-term goals in the area of gender, continuing from those to be carried out in 2025, include the continuation of data collection on gender equality and related training. Additionally, training that addresses gender aspects from the perspective of technical and scientific fields will follow. One of the long-term fundamental goals

² ILO, 2012.

https://www.ilo.org/sites/default/files/wcmsp5/groups/public/@dgreports/@gender/documents/publication/wcms_187411.pdf

within ODTÜ-GÜNAM is to increase the number of female researcher employees and the number of women in top-level positions. Indeed, in the long term, the aim is to continue enhancing work-life balance with a gender focus.

Current Situation and Future Goals

Table 1. Gender Balance in Administration & Management

	2024 (Baseline) ²		2025		2026		2027	
	Men	Women	Men	Women	Men	Women	Men	Women
Board of Directors	7	0	7	0	6	1	6	1
Head of Bord of Directors	1	0	1	0	1	0	1	0
President	0	1	0	1	0	1	0	1
Vice President	0	2	1	2	1	2	1	2
Administrative Managers	2	4	2	5	2	5	2	5
Administrative Staff	4	5	5	5	5	5	5	5
Technical Personnel	9	2	10	2	10	2	10	2
Total	23	14	26	15	25	16	25	16

¹ Most recent year for which accurate data is available

Table 1 contains information on senior management and administration staff in 2024 and a forecast for the following three years.

When we look at the gender ratios, we see that all Board of Directors (BOD) members 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 the law, the governing body that 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 Türkiye.

As the BOD was appointed when ODTÜ-GÜNAM was founded in 2021, it will not be possible to change the members in the short term. However, many talented women solar scientists and policymakers can join our BOD. In case of the resignation of any BOD member, priority will be given to a woman candidate.

Our Head of the Board of Directors and President are male as well. Our BOD started to work with ODTÜ-GÜNAM in 2021, and we hope to work with them for several years, so we didn't set any gender goals for these positions for the short term. If there is a change in these positions, we would be glad to have women candidates for these high-ranked positions. As of 2024, we have one woman acting president and one woman vice president. This situation demonstrates the importance ODTÜ-GÜNAM places on the representation of women in its management. ODTÜ-GÜNAM has more women administrative managers and personnel, but most technical personnel are male. We have one women technician, but we plan to keep the balance with new hires in the future. The technician position is mainly seen as a male role; we need to and will support women technicians.

Table 2. Research Staff and National Benchmark Data

Grade	2024 (Baseline) ¹					2025*				
	Men		Women		Total	Men		Women		Total
	n	%	n	%	n	n	%	n	%	n
Lead Researcher	4	80%	1	20%	5	4	80%	1	20%	5
Division Coordinator	5	100%	0	0%	5	5	83%	1	17%	6
Researcher	53	56%	42	44%	95	53	56%	42	44%	95
Researcher (Other)	9	64%	5	36%	14	9	64%	5	36%	14
Total	71	60%	48	40%	119	71	59%	49	41%	120

¹ Most recent year for which accurate data is available

ODTÜ-GÜNAM mainly does research that focuses on Engineering and Natural Sciences. However, the number of researchers is not balanced between genders worldwide in ODTÜ-GÜNAM’s research subjects, as women are underrepresented in Science, Technology, Engineering, and Mathematics (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.

ODTÜ-GÜNAM states that achieving women researcher ratios of 44% and 36%, respectively, represents a significant success considering the low global rates in science. ODTÜ-GÜNAM aims to employ more women researchers in the coming years.

Table 3. Research Staff Contract Status (Full-Time & Part-Time)

Grade	2024 (Baseline)									
	Full-Time					Part-Time				
	Men		Women		Total	Men		Women		Total
n	%	n	%	n	n	%	n	%	n	
Lead Researcher	5	56%	4	44%	9	0	0%	0	0%	0
Division Coordinator	1	100%	0	0%	1	5	100%	0	0%	5
Researcher	27	68%	13	33%	40	0	0%	2	100%	2
Researcher (Other)	0	0%	0	0%	0	5	71%	2	29%	7
Total	33		17		50	10		4		14

Grade	2025									
	Full-Time					Part-Time				
	Men		Women		Total	Men		Women		Total
n	%	n	%	n	n	%	n	%	n	
Lead Researcher	5	0%	5	0%	10	0	0%	0	0%	0
Division Coordinator	1	0%	0	0%	1	5	100%	0	0%	5
Researcher	27	68%	13	33%	40	0	0%	2	0%	2
Researcher (Other)	0	0%	0	0%	0	5	71%	2	29%	7
Total	33		18		51	10		4		14

¹ Most recent year for which accurate data is available

Table 3 shows the gender differences in full-time and part-time employment. The part-time and full-time positions of the researchers generally depend on their role in the university. If they work as full-time professors, they can be employed part-time by ODTÜ-GÜNAM, which is set by regulations. Therefore, ODTÜ-GÜNAM cannot take many actions for part-time employees. However, ODTÜ-GÜNAM plans to keep the percentage of full-time working women employees above 40%.

Table 4. Turnover

Reason	Grade	2024 (Baseline) ¹	
		Men	Women
End of Contract	Division Coordinator		
	Lead Researcher		
	Researcher		
	Lead Researcher (Other)		
	Researcher (Other)		
	Other (Please specify)		
Resignation	Division Coordinator		
	Lead Researcher		
	Researcher	8	
	Lead Researcher (Other)		
	Researcher (Other)	1	1
	Vice Presedent		
	Administrative Managers	2	2
	Other (Administrative Staff)		
Other (Technical Personnel)	1		
Retirement	Division Coordinator		
	Lead Researcher		
	Researcher		
	Lead Researcher (Other)		
	Researcher (Other)		
	Other (Please specify)		
Other (Please specify)	Division Coordinator		
	Lead Researcher		
	Researcher		
	Lead Researcher (Other)		
	Researcher (Other)		
	Other (Administrative Staff)		
	Other (Technical Personnel)		
Total		12	3

¹ Most recent year for which accurate data is available

According to the 2024 data, a total of 12 men and 3 women resigned at ODTÜ-GÜNAM. This indicates that the resignations occurred without a significant gender distinction, particularly due to competitive wages in the private sector and international opportunities.

A) Wage Gap Between Genders

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

B) Work-life balance and organizational culture

ODTÜ-GÜNAM is located inside the Middle East Technical University (METU/ODTÜ) Campus. There is an on-campus childcare center for METU employees. ODTÜ-GÜNAM personnel can benefit from METU services, such as these childcare services. The childcare center also accepts applicants outside METU; hence, administrative staff of ODTÜ-GÜNAM can apply for these positions for their children. On-campus transportation is available all over Ankara. Subsidized lunch services and an on-campus sports center exist, 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 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 Türkiye.

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

ODTÜ-GÜNAM Gender Equality Plan (GEP) Committee:

- Oya ERTUNÇ BİLGİÇ (*ODTÜ-GÜNAM Acting President*)
- Assoc. Prof. Dr. Pınar DERİN-GÜRE (*METU Faculty Member / ODTÜ-GÜNAM Lead Researcher*)
- Assoc. Prof. Dr. Bilge ŞENTÜRK (*ODTÜ-GÜNAM Lead Researcher*)
- Dr. Güneş KURTULUŞ (*ODTÜ-GÜNAM Researcher*)
- Cevahir DİLEK (*ODTÜ-GÜNAM Human Resources Manager*)
- Samed ERTEKİN (*PSO Manager*)
- Özge EROL (*Project Management Specialist*).

APPENDIX

ODTÜ-GÜNAM GENDER EQUALITY PLAN (GEP) ROADMAP: SHORT- AND LONG-TERM

Topic	Time	Description	
Tasks to be implemented (Short-Term, 2025)			
Developing a gender equality survey to collect data for employees.	<i>First Quarter</i>	Data will be collected to measure employees' experiences and perceptions regarding gender equality. These data will be gathered under various dimensions such as demographic information, employment and opportunity equality, gender perceptions in the workplace, and issues related to sexual harassment and safety.	<i>Data Collection from Employees</i>
Conducting the survey and data analysis.	<i>Second Quarter</i>	The distribution of surveys to all employees and the systematic analysis of the collected data.	<i>Data Analysis</i>
Gender Equality Workshop	<i>Second Quarter</i>	Organizing a gender equality workshop based on the survey results. Sharing the survey results with employees and conducting a discussion on the findings.	<i>Discussion</i>
Gender Equality Seminar	<i>Third Quarter</i>	Organizing a seminar with the participation of all stakeholders from the sector, covering both theoretical and practical experience sharing.	<i>Assessment</i>
Gender Equality Report	<i>Last Quarter</i>	Reporting all activities and analyses conducted under the leadership of GÜNAM at the end of the year.	<i>Report</i>
Preparation for Impact Monitoring	<i>Last Quarter</i>	Conducting preliminary preparations to measure the impact of gender equality activities carried out throughout 2025 on GÜNAM employees and other stakeholders.	<i>Preparation</i>
Tasks to be implemented (Long-Term, 2026-2027)			
Data collection in the medium run and survey preparation and implementation in the June meeting (Quarterly meeting)	<i>in 2026</i>	Having 5 year data points on gender Report longer run data and set the problems and room for progress for 5 years and more	<i>Data Collection from Employees</i>
Trainings on gender equality	<i>in 2026</i>	All employees, both men and women, of ODTÜ-GÜNAM will have a gender equality training series / follow-up program.	<i>Trainings</i>
Trainings on gender aspects from the angle of technical and scientific fields	<i>in 2026</i>	Training on how to include the gender aspects in scientific / technical research	<i>Gender Research</i>
More women researcher employees	<i>in 2026</i>	Having a 10% increase on top of 01.01.2025 in the number of women employees until the EU standards in the similar field is attained	<i>Recruitment and Career Progression</i>
More women at top levels	<i>in 2027</i>	Having at least two women in Board of Directors, Aiming for at least 35-40% women in the top admin and research positions	
Gender equality culture at Institution level	<i>in 2026</i>	An inclusive language on research and other communication will be promoted, A guideline proposed to be prepared by GWS and CİTÖB of METU can be adopted (These institutions will be contacted about the related protocols, agreements, etc.)	<i>Fostering a culture of Gender Equality</i>
Work-Life balance with a gender focus-I	<i>in 2026</i>	Trainings on the importance of work-life balance, Adding a question about this task to the related employee survey	<i>Work-Life Balance</i>