

Gender Equality Plan

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The Gender Equality Plan (GEP) of ODTÜ-GÜNAM was first approved by the Board of Directors (BoD) on 1 January 2022 and was subsequently updated and approved in December 2025. This plan sets out ODTÜ-GÜNAM's strategic objectives and concrete actions to promote gender equality within the institution, while introducing updated approaches to strengthen implementation and impact.

As a research center specializing in solar energy technologies, ODTÜ-GÜNAM is committed to contributing to the United Nations (UN) Sustainable Development Goals (SDGs), with a particular emphasis on **Goal 5: Gender Equality**. This commitment is closely linked to the center's core mission of advancing **Goal 7: Affordable and Clean Energy** and **Goal 13: Climate Action**, while also supporting a broader range of SDGs, including Goals 1, 2, 3, 6, 8, 9, 11, 12, 14, and 15. ODTÜ-GÜNAM recognizes that sustainable energy innovation and gender equality are mutually reinforcing and that integrating gender perspectives is essential for socially inclusive and impactful research outcomes.

ODTÜ-GÜNAM also welcomes the European Union's gender equality framework as a valuable opportunity to assess institutional practices, identify strengths and gaps, and establish a clear roadmap for continuous improvement. Through its **HR Excellence in Research Award (Human Resources Strategy for Researchers: HRS4R)** application, the center is further committed to aligning with European principles of fairness, inclusiveness, and equal opportunities for all researchers. Our overarching aim is to foster a gender-responsive working environment and to promote equal career prospects for researchers at all career stages, thereby serving as a positive example within the European research community.

In this context, ODTÜ-GÜNAM seeks to increase the visibility and participation of women in solar energy research, attract more women researchers to the institution, and fully leverage the expertise and potential of women already contributing. By embedding EU and HRS4R gender equality objectives into its institutional strategy, ODTÜ-GÜNAM aims to strengthen its role as an inclusive, supportive, and forward-looking research institution in Europe.

Integration of Gender Equality into Research Projects and Activities

In recent years, ODTÜ-GÜNAM has taken an increasingly active and visible role in advancing gender equality within the European solar energy research ecosystem. In line with its commitment to gender mainstreaming in research and innovation, ODTÜ-GÜNAM systematically integrates GEP objectives into the projects it coordinates or participates in.

Within the scope of the **SiLEAN**, a Horizon Europe project in which ODTÜ-GÜNAM is a partner, ODTÜ-GÜNAM contributed to the preparation of Deliverable **D1.4 - "SiLEAN Gender Balance Evaluation."** In particular, the center provided substantive input to the section *"Evaluation by partners of their lab infrastructure and facilities,"* supporting a critical assessment of institutional conditions from a gender perspective.

As part of **SolarHub**, a Horizon Europe project coordinated by ODTÜ-GÜNAM, a **"Women in Solar Energy"** event was organized during International Women's Day Week in collaboration with the **European Energy Research Alliance (EERA) PV SP8: Socio-economic Aspects of PV**. During this event, the Director of ODTÜ-GÜNAM presented the institution's Gender Equality Plan, demonstrating a clear commitment to gender mainstreaming in solar energy research.

Again, within the framework of the SolarHub project, ODTÜ-GÜNAM conducted a gender equality awareness and dissemination activity during March-April 2025. Designed as a time-spread process rather than a single event, this initiative-carried out under the slogan **"Timeless Women"**-aimed to increase the visibility of women researchers and to document their perspectives on scientific leadership, career pathways, sectoral challenges, and inclusion in the solar energy field.

Women stakeholders across the SolarHub consortium contributed through guiding questions, and their insights were shared progressively through a dedicated SolarHub booklet, in line with the principles of the **Participatory Gender Audit (PGA)**.

Beyond project coordination, ODTÜ-GÜNAM researchers actively contribute to gender-focused knowledge production and community-building at the European level. Members of ODTÜ-GÜNAM's Gender Equality Committee (GEC) led the preparation of the study **"Gender Diversity in Photovoltaics: Experiences and Support Mechanisms,"** developed jointly with **ETIP PV** and **EERA PV**. This work received the **Best Poster Award at EU PVSEC**, one of the most prestigious conferences in the field of solar energy.

At **EU PVSEC 2025**, ODTÜ-GÜNAM also supported and participated in the **"Women in Solar+ Europe (WiSEu)"** event, organized in collaboration with EU PVSEC and supported by the **NEXUS**, a Horizon Europe project in which ODTÜ-GÜNAM is a partner. The event brought together women researchers, leaders, and stakeholders from across Europe, further strengthening networks and visibility for women in the solar sector. Several ODTÜ-GÜNAM researchers actively participated in the WiSEu meeting.

In addition, several members of the GEC contribute to the **Women in Energy Transition Group** within the EERA Joint Programme *"clean Energy tranSition for Sustainable Society (e3s),"* reinforcing ODTÜ-GÜNAM's engagement with gender equality and women's empowerment at both national and European levels. Furthermore, within the **PERSEUS** Project, a Horizon Europe project with the participation of ODTÜ-GÜNAM, leads the Social Sciences and Humanities (SSH) and gender-related work package, aiming to advance gender equality in perovskite innovation processes.

Dedicated Resources and Governance

ODTÜ-GÜNAM's **GEC** has been active since December 2021. The most recent GEC includes representatives from management, research leadership, human resources, project management, and senior research staff, ensuring institutional diversity and decision-making capacity.

On an annual basis, ODTÜ-GÜNAM aims to maintain a GEC composed of at least four members, including:

- (i) a Human Resources representative,
- (ii) a management representative,
- (iii) a senior researcher (preferably with expertise in gender studies or gender-sensitive research), and
- (iv) a junior researcher.

This structure ensures continuity, accountability, and meaningful integration of gender equality into institutional governance and research practice.

Monitoring

Data derivation will be coordinated with GEC in December annually. In December of each year, the GEP will be updated, and GEC will write a report on ODTÜ-GÜNAM's progress and present it to the 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 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

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

understanding of gender equality and particularly focuses on conducting participatory analysis at the local level. Therefore, a participatory analysis based on the PGA method will be carried out within the framework of ODTÜ-GÜNAM.

A PGA will be conducted to analyse and evaluate the current state of gender equality in ongoing activities within ODTÜ-GÜNAM. The 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.

Gender data on ODTÜ-GÜNAM generated by human resources data dates back only to 2021, the year ODTÜ-GÜNAM was established. 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 analysing 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 gender equality objectives build on the actions planned for 2025 and focus on sustaining systematic data collection through different means to monitor progress and guide evidence-based improvements. This data will inform ongoing gender equality training and support the development of new programs that address gender dimensions within technical and scientific research fields. Using these insights, ODTÜ-GÜNAM aims to steadily increase the number of female researchers and women in leadership positions, while also strengthening work-life balance policies through a gender-responsive approach.

² ILO, 2012.

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

Current Situation and Future Goals

Table 1. Gender Balance in Administration & Management

	2021		2022		2023		2024	
	Men	Women	Men	Women	Men	Women	Men	Women
Board of Directors	7	0	7	0	7	0	7	0
Head of Bord of Directors	1	0	1	0	1	0	1	0
Director	1	0	1	0	1	0	0	1
Deputy Director	1	1	2	1	1	2	0	2
Administrative Managers	2	4	2	6	3	4	2	4
Administrative Staff	3	6	4	4	3	4	4	5
Technical Personnel	6	0	7	1	7	1	9	2
Total	21	11	24	12	23	11	23	14

	2025 (Baseline) ¹		2026		2027		2028	
	Men	Women	Men	Women	Men	Women	Men	Women
Board of Directors	7	2	7	2	7	2	7	2
Head of Bord of Directors	1	0	1	0	1	0	1	0
Director	0	1	0	1	0	1	0	1
Deputy Director	1	1	1	2	1	2	1	2
Administrative Managers	3	5	4	6	4	6	4	6
Administrative Staff	4	6	4	6	4	6	5	7
Technical Personnel	7	1	9	1	10	1	10	1
Total	23	16	26	18	27	18	28	19

¹ Most recent year for which accurate data is available

Table 1 presents information on senior management and administrative staff for **2025**, together with forecasts for the subsequent three years, and also includes historical data from previous years to provide context on past gender balance trends.

An examination of gender ratios reveals a **notable improvement** in the composition of ODTÜ-GÜNAM's BoD as of 2025. ODTÜ-GÜNAM operates as an independent research institution funded by the Turkish Ministry of Industry and Technology under **Law No. 6550**. In accordance with this law, the authority responsible for appointing the BoD comprises representatives from the Ministry of Industry and Technology, the Ministry of National Education, the Presidency of Strategy and Budget, the Council of Higher Education, and the Scientific and Technological Research Council of Türkiye.

Gender data on the composition of the BoD have been available since 2021, corresponding to the year of ODTÜ-GÜNAM's establishment. With the appointments made in 2025, two women joined the Board, marking a significant step toward improved gender balance in the institution's highest governing body. This positive trend will be sustained by **prioritizing qualified women candidates** in the event of future Board vacancies.

As of 2025, ODTÜ-GÜNAM has a **woman Director and a woman Deputy Director**, underscoring the institution's commitment to strengthening women's representation in executive management. While women are well represented among administrative managers and staff, technical positions remain predominantly male. Currently, there is one woman technician. Recognizing that technical roles are often perceived as male-dominated, ODTÜ-GÜNAM is committed to challenging this perception and **actively promoting the recruitment, retention, and support of women technicians** in future hiring processes.

Table 2. Research Staff and National Benchmark Data

Grade	2025 (Baseline) ¹					2026*				
	Men		Women		Total	Men		Women		Total
	n	%	n	%	n	n	%	n	%	n
Division Coordinator	6	100%	0	0%	6	6	86%	1	14%	7
Lead Researcher	5	63%	3	38%	8	5	56%	4	44%	9
Researcher	49	58%	35	42%	84	56	57%	42	43%	98
Researcher (Other)	5	63%	3	38%	8	7	54%	6	46%	13
Total	65	61%	41	39%	106	74	58%	53	42%	127

¹ Most recent year for which accurate data is available

ODTÜ-GÜNAM conducts research primarily in the fields of Engineering and Natural Sciences. However, as is the case worldwide, the distribution of researchers in ODTÜ-GÜNAM's research areas is not gender-balanced, since women remain underrepresented in Science, Technology, Engineering, and Mathematics (STEM). Aspiring to serve as a leading research centre and reference institution, ODTÜ-GÜNAM aims to employ more women scientists. Accordingly, we have set a target to increase the number of female researchers at all levels. In line with this goal, a new division will be established at ODTÜ-GÜNAM in 2026, and a female unit coordinator will be appointed to lead it. Thus, while all unit coordinator roles have been held exclusively by men until 2026, the inclusion of a woman coordinator will mark an important step toward improving gender representation in leadership. ODTÜ-GÜNAM states that achieving women researcher and lead researcher ratios of 43% and 44%, 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	2025 (Baseline)									
	Full-Time					Part-Time				
	Men		Women		Total	Men		Women		Total
	n	%	n	%	n	n	%	n	%	n
Division Coordinator	1	-	0	-	1	5	100%	0	0%	5
Lead Researcher	5	63%	3	38%	8	0	-	0	-	0
Researcher	29	52%	27	48%	56	10	71%	4	29%	14
Researcher (Other)	0	-	0	-	0	5	63%	3	38%	8
Total	35		30		65	20		7		27

Grade	2026									
	Full-Time					Part-Time				
	Men		Women		Total	Men		Women		Total
	n	%	n	%	n	n	%	n	%	n
Division Coordinator	6	-	1	-	7	5	100%	0	0%	5
Lead Researcher	5	56%	4	44%	9	0	-	0	-	0
Researcher	56	57%	42	43%	98	10	71%	4	29%	14
Researcher (Other)	7	-	6	-	13	5	63%	3	38%	8
Total	74		53		127	20		7		27

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 the staff's 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 46%.

Table 4. Turnover

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Reason	Grade	2025 (Baseline) ¹	
		Men	Women
End of Contract	Division Coordinator	1	
	Lead Researcher		
	Researcher	3	1
	Lead Researcher (Other)		
	Researcher (Other)		
	Other (Please specify)		
Resignation	Division Coordinator		
	Lead Researcher		
	Researcher	5	2
	Lead Researcher (Other)		
	Researcher (Other)		
	Deputy Director		
	Administrative Managers		
	Other (Administrative Staff)		
	Other (Technical Personnel)	1	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		10	4

¹ Most recent year for which accurate data is available

According to the 2025 data, a total of 10 men and 4 women resigned at ODTÜ-GÜNAM. A total of five assigned researchers left ODTÜ-GÜNAM due to the expiration of their assignment periods; four were men and one was a woman. This indicates that the resignations occurred without a significant gender disadvantage towards women.

As part of ODTÜ-GÜNAM's commitment to gender-responsive workforce management, turnover trends will be systematically monitored with attention to gender-specific patterns and underlying causes. To better understand the reasons behind departures, we will implement structured exit interviews conducted jointly by the Director and the Human Resources unit, complemented by exit surveys. These interventions will provide valuable qualitative and quantitative data, helping us identify whether factors such as work-life balance, career progression, workplace culture, or other gender-related issues influence turnover. The insights gained will directly feed into the Gender Equality Plan, enabling targeted actions to improve retention, strengthen institutional policies, and create a more supportive and equitable working environment for all genders.

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 METU Campus. There is an on-campus childcare centre for METU employees. ODTÜ-GÜNAM personnel can benefit from METU services, such as these childcare services. The childcare centre 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 centre 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, a pond and is the greenest place in Ankara. ODTÜ-GÜNAM employees can enter the 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.

C) Trainings and Capacity Building

In May 2025, within the framework of ODTÜ-GÜNAM's GEP, a training programme was delivered to ODTÜ-GÜNAM personnel by Prof. Dr. Saniye Dedeoğlu. The programme comprised two sessions entitled “A conceptual approach to gender, stereotypes and norms” and “Gender and social inequalities”, and aimed to enhance participants' awareness of gender-related issues, deepen understanding of the structural dimensions of social inequalities, and support the adoption of more inclusive and equality-oriented practices within ODTÜ-GÜNAM.

The training supported organisational capacity building by equipping staff with a shared conceptual framework and strengthening ODTÜ-GÜNAM's institutional ability to implement its GEP in a structured, systematic, and sustainable manner. In line with GEP objectives, the upscaling and regular delivery of such training activities is defined as a strategic priority to ensure long-term institutional change and effective gender mainstreaming across ODTÜ-GÜNAM.

ODTÜ-GÜNAM GEP Committee:

- Oya ERTUNÇ BİLGİÇ (ODTÜ-GÜNAM Director)
- Assoc. Prof. Dr. Pınar DERİN-GÜRE (METU Faculty Member / ODTÜ-GÜNAM Lead Researcher)
- Assoc. Prof. Dr. Bilge ŞENTÜRK (ODTÜ-GÜNAM Lead Researcher)
- Cevahir DİLEK (ODTÜ-GÜNAM Human Resources Manager)
- Samed ERTEKİN (Deputy Director for Strategy Monitoring and Project Management)
- Özge EROL (Project Management Specialist)
- Tülin YAMAN SÖKMEN (Project Management Specialist)
- Dr. Hande ERYILMAZ (ODTÜ-GÜNAM ODAK Division Senior Researcher)
- Gaye ÖZPİNECİ (ODTÜ-GÜNAM Organizational Development and Talent Acquisition Manager)

APPENDIX

ODTÜ-GÜNAM GEP ROADMAP: SHORT- AND LONG-TERM

Topic	Time	Description	
Tasks to be implemented (Short-Term, 2026)			
Formal Institutional Commitment & Re-Establish/Reform Governance Structures	First Quarter	Approve the renewed Gender Equality Plan at the highest governance level (Board). Renew the official statement affirming commitment to gender equality and non-discrimination. Update GEP Committee with representation across organizational levels. Assign a Gender Equality Officer with adequate resources and decision-making support. Adopt a policy aligned with HR45R principles on fairness, transparency, and equal opportunities.	Reassess and Reframe - Strengthening the Gender Equality Roadmap
Training	Second Quarter	Deliver training on "Workplace Civility" to ODTÜ-GÜNAM personnel based on anti-harassment, respectful workplace attitudes. Cooperate with Gender and Women Studies (GWS) and CİTÖB (a METU unit focused on gender equality and the prevention of sexual harassment) of an inclusive language on research and a guideline about the gender equality related protocols, agreements, etc.	
Engagement Acitivity	Third Quarter	One session at PVCon,ODTÜ-GÜNAM's most important international conference in the field of photovoltaics, will specifically address the topic of Gender Equality.	
Data Collection	Fourth Quarter	1. HR processes (Exit Interviews, Meetings with Staff, Presentations, etc) 2. Focus-Groups 3. Semi-structured Interviews	
Interventions	Fourth Quarter	Establish an Ethical Conduct and Discipline Directive and a zero-tolerance policy for gender based violence and harassment. Implement confidential reporting and whistleblowing channels for such behavior	
Tasks to be implemented (Long-Term, 2027-2028)			
Consolidation and Impact Measurement	in 2027	Review gaps in GEP and discuss corrective actions. Evaluate gender balance in governance committees Update GEP with progress indicators.	From Commitment to Practice - Embedding Gender Equality Across the Institution
Monitoring & Assesment	in 2027	Assess effectiveness of interventions: 1. Decrease in the number of complaints 2. Attitude Survey	
Institutionalization of a data-driven, gender equality sensitive decision-making culture	in 2027	Define new key performance indicators based on GEP data and integrate them into the institution's strategic planning and governance processes. Implement gender-sensitive recruitment rules.	
Establishment of a Structured Gender Equality Training Program	in 2027	Develop and apply a regular training program for the continuation of gender equality, no harassment culture within the institution. Design a contract signed by the all the employees in ODTÜ-GÜNAM which will promote their awareness and internalization of gender equality, no harassment culture	
Training for work-life balance with an additional gender focus	in 2028	Design and train all employees on the importance of work-life balance including a special focus on gender equality based also on the results of the attitude survey.	Measuring What Matters - Delivering Results and Institutional Accountability
Training for HR staff and managers on ILO conventions and gender equality	in 2028	A gender training will be applied for HR staff and managers on ILO conventions, gender equality, and non-discrimination. This training will support the integration of gender-sensitive and fair practices into HR processes and managerial decision-making.	
Trainings on gender aspects from the angle of technical and scientific fields	in 2028	Training on how to include the gender aspects in scientific / technical research	
Number of women in research and at senior management	in 2028	Increase the number of women employees aiming the EU standards in the similair field Increase the number of women and/or empower and encourage women to apply for and claim senior management at the institution	