



GENDER EQUALITY PLAN

1. Introductory Note

The CIGEST – Management Research Centre is a research unit of ADI – ISG (Association for the Development of Research at the Instituto Superior de Gestão), established as a non-legal entity, with the following objectives:

- a) To develop scientific research in the field of management and related sciences, according to the quality standards required by the scientific community;

- b) To promote, at both national and international levels, the Instituto Superior de Gestão, in coordination with its Management Board, as a prestigious and rigorous Management University, through the creation and dissemination of scientific knowledge resulting from the research activities carried out.

This Research Centre is composed of integrated researchers, collaborators, and invited researchers who form a rigorous academic community committed to ethical principles and guidelines. Their work results in the production of scientific research qualified for participation in national and international projects that reflect best research practices, strictly in accordance with existing standards, regulations, and protocols.

Embedded within these ethical concerns is the Gender Equality Policy, and this document aims to establish objectives that ensure compliance with this premise.

2. Strategic objectives

- a) Promote gender equality at all hierarchical levels of the Centre, ensuring equal opportunities and fair representation.
- b) Ensure pay equity and equal career progression opportunities for all employees, eliminating gender-based salary disparities.
- c) Increase female representation in leadership roles, project coordination, and strategic decision-making processes.
- d) Improve conditions for work-life balance, supporting both men and women in their family and personal commitments.
- e) Raise awareness of gender equality through continuous internal training, sensitization campaigns, and the promotion of an inclusive culture.
- f) Foster a safe and respectful work environment, free from discrimination and harassment.
- g) Integrate gender equality into research and teaching content, ensuring balanced representation and perspectives.

3. Specific Actions

3.1. Recruitment and Promotion

- a) Implementation of inclusive and transparent hiring policies that actively encourage applications from underrepresented genders.
- b) Establishment of gender-balanced recruitment panels to minimize unconscious bias.
- c) Monitoring of recruitment processes with gender-disaggregated data to ensure equity.
- d) Establishment of annual targets to increase female representation in senior and decision-making roles.
- e) Periodic audits to evaluate the effectiveness of recruitment and promotion policies in achieving gender equality.

3.2. Training and Awareness

- a) Mentorship programs for women in research, providing guidance and support for career advancement.
- b) Regular training on gender equality, unconscious bias, and inclusive leadership for all staff and decision-makers.
- c) Awareness campaigns aimed at recognizing and addressing gender stereotypes in the workplace.
- d) Workshops on effective negotiation, leadership, and career development specifically targeting women.
- e) Integration of gender equality concepts into research and teaching methodologies.

3.3. Work-Family Balance

- a) Creation of flexible working hours, part-time opportunities, and remote work policies to accommodate diverse family needs.
- b) Development of childcare supports mechanisms and family-friendly policies.
- c) Encouragement of parental leave for both men and women to promote shared responsibilities.
- d) Support programs for reintegration after long-term leaves, such as maternity or paternity leave.
- e) Implementation of policies that promote work-life balance and a supportive organizational culture.

3.4. Prevention and Intervention

- f) Mechanisms for reporting and supporting cases of discrimination or harassment, guaranteeing confidentiality and protection against retaliation.
- g) Clear protocols for resolving gender conflicts, with dedicated contact points and support networks.
- h) Periodic training on workplace ethics, anti-harassment policies, and respectful communication.
- i) Implementation of zero-tolerance policies against discrimination, harassment, and bias.
- j) Specific measures to combat gender-based violence, including sexual harassment.

3.5. Publication and Resource Allocation

- a) Formal publication of the Gender Equality Plan on the institution's website, signed by top management.
- b) Commitment of dedicated resources and gender expertise to effectively implement the plan.
- c) Allocation of a specific budget for gender equality initiatives and capacity-building.

4. Performance Indicators

- a) Rate of female participation in research projects, leadership positions, and decision-making bodies.
- b) Percentage of women in senior management and board positions.
- c) Evolution of salary disparities across all categories and roles.
- d) Number of reported and resolved cases of gender-based discrimination or harassment.
- e) Level of employee satisfaction with gender equality policies measured through annual surveys.
- f) Integration of gender perspectives in research outputs and teaching content.

5. Monitoring and Evaluation

- a) Annual reports on the implementation of measures, including gender-disaggregated data analysis.
- b) Regular policy reviews based on the results obtained, with adjustments made where necessary.
- c) External audits to validate gender equality practices and ensure transparency.
- d) Corrective actions in case of identified deviations from strategic objectives.
- e) Involvement of gender equality experts in policy assessment and advisory roles.

6. Disclosure and Awareness

- a) Regular internal communication on gender equality policies and progress reports.
- b) Participation in national and international networks and initiatives to promote gender equality.
- c) Transparent publication of the results achieved, with annual presentations to staff and stakeholders.
- d) Public commitment to gender equality, with visible endorsement from senior leadership.

7. Conclusion

This plan establishes a firm commitment to gender equality, reinforcing the values of equity, transparency and sustained progress at the CIGEST - Management Research Centre. Through its implementation, we aim to create an inclusive, diverse and respectful organizational culture that values the contributions of all genders equally. Continuous monitoring and external validation will ensure alignment with best practices and ongoing improvements. The Centre's commitment is reflected in its formal publication, resource allocation and proactive measures to address gender imbalances and gender-based violence.

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