



W|W|T|F

Vienna Science
and Technology Fund

WWTF

Gender Equality Plan & Strategy

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Part I – Gender Equality Strategy

1. Background

The Vienna Science and Technology Fund (WWTF) aims to play an active role in its function as a regional research funder in closing the gender gap in science and research. The gender imbalances in the scientific sphere are currently evident in and impact multiple areas ranging from prospects of progression through and overall duration of careers, publication and citation rates, to the awarding of stipends and prizes (see Bonawitz & Andel, 2009; Huang et al., 2020; Knobloch-Westerwick et al., 2013; Leslie et al., 2015; Lincoln et al., 2012). According to Hunt & Schiebinger (2022, p. 2) research funding organisations (RFOs) are – along with universities and research institutions (RPOs) and peer-reviewed journals – one of “*three pillars of the science infrastructure*” and have the duty to coordinate policies “*to achieve excellence in science*”. Integrating considerations of sex, gender and diversity into research design, the authors argue, makes research more responsive to social needs, enhances excellence in science, and “*can improve research methodology and provide new insights*” (p. 1). Importantly, this means that RFOs can introduce and implement valuable initiatives at the “*beginning of research*” (p. 2).

In this context WWTF expressly supports the UN Sustainable Development Goals¹ No. 5 “*Gender Equality*” and No. 9 “*Industry, Innovation and Infrastructure*”. Goal 5 includes achieving gender equality and empowering all women and girls, while Goal 9 seeks to build “*resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation*” by enhancing scientific research.² Furthermore, we support European initiatives such as the Horizon Europe 2021-2024 strategic plan and subsequent documents in their requirement to integrate the gender dimension in research and innovation. We will be guided by these documents from Horizon Europe (e.g. Strategic Plan 2021-2024)³, whose “*activities will aim at eliminating gender inequality and intersecting socio-economic inequalities [...] throughout research and innovation systems, including by addressing unconscious bias and systemic structural barriers, and the integration of the gender dimension will be a requirement by default in research and innovation content across the whole programme, unless its nonrelevance is duly justified.*”

As a regional research funder, WWTF has a specific role and responsibility to further improve processes and conditions to increase the proportion of female scientists, their resources and career opportunities. Specifically, we seek to achieve this goal by working against biases, enabling more

¹ <https://sdgs.un.org/goals>

² The specific sub-goals where WWTF finds resonance are: Target 5.1 “*End all forms of discrimination against all women and girls everywhere*”; Target 5.5. “*Ensure women’s full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life*” (<https://sdgs.un.org/goals/goal5>); and Target 9.5. “*Enhance scientific research, upgrade the technological capabilities of industrial sectors in all countries, in particular developing countries, including, by 2030, encouraging innovation and substantially increasing the number of research and development workers per 1 million people and public and private research and development spending*” (<https://sdgs.un.org/goals/goal9>)

³ Horizon Europe: Strategic Plan 2021-2024; <https://op.europa.eu/en/web/eu-law-and-publications/publication-detail/-/publication/3c6ffd74-8ac3-11eb-b85c-01aa75ed71a1>

women to progress in scientific careers and strengthening their role in the research system. As demonstrated by the European Commission (2009b, p.12) “investing in equal opportunities for men and women in research makes for teams that perform better, and attracts top-level researchers”. At the same time, “Integrating sex and gender analysis into research and innovation (R & I) adds value to research and is therefore crucial to secure Europe’s leadership in science and technology, and to support its inclusive growth” (EC, 2020, p. 7).

The *WWTF Gender Equality Strategy & Plan* is complementary to our funding guideline⁴, our compliance regulation and organizational guidelines as well as national laws. This document outlines the principles, objectives and concrete measures we aim to achieve and implement in gender mainstreaming, with the ultimate goal of reaching and sustaining gender equality. The first part (*the strategy*, pages 1-7) describes our long-term vision and our understanding of gender equality and mainstreaming. The focus of the second part (*the plan*) is oriented towards the short to intermediate future and specifies activities and actions that will enable us to achieve the stated objectives (table on pages 8-16).

2. Terms and Definitions

Several key terms, which are used throughout this document, are defined in this section.

Gender Equality: Gender equality is the ultimate goal to be reached: “Equality does not mean that women and men will become the same but that women’s and men’s rights, responsibilities and opportunities will not depend on whether they are born female or male. Gender equality implies that the interests, needs and priorities of both women and men are taken into consideration, thereby recognising the diversity of different groups of women and men. Gender equality is not a women’s issue but should concern and fully engage men as well as women. Equality between women and men is seen both as a human rights issue and as a precondition for, and indicator of, sustainable people-centred development.” (EIGE, 2021)

Gender Mainstreaming: Gender mainstreaming encompasses the strategies, policies and perspectives through which gender equality will be achieved: “Mainstreaming a gender perspective is the process of assessing the implications for women and men of any planned action, including legislation, policies or programmes, in all areas and at all levels. It is a way to make women’s as well as men’s concerns and experiences an integral dimension of the design, implementation, monitoring and evaluation of policies and programmes in all political, economic and societal spheres so that women and men benefit equally, and inequality is not perpetuated. The ultimate goal is to achieve gender equality.” (EIGE, 2021)

Gender norms/identities/relations: “Gender norms refer to social and cultural attitudes and expectations about which behaviours, preferences, products, professions or knowledges are appropriate for women, men and gender-diverse individuals, and may influence the development of science and technology. [They] are produced through social institutions (such as families, schools,

⁴ https://www.wwtf.at/upload/WWTF_Richtlinie_081121.pdf

workplaces, laboratories, universities or boardrooms), social interactions (such as between romantic partners, work colleagues, or family members), and wider cultural products (such as textbooks, literature, film and video games). [...] Gender Identities refer to how individuals or groups perceive and present themselves in relation to gender norms. [...] Gender Relations refer to how we interact with people and institutions in the world around us, based on our sex and our gender identity.” (Schiebinger et al., 2021)

Sex vs. gender: The terms “sex” and “gender” should be distinguished: “Sex refers to biology. In humans, sex refers to the biological attributes that distinguish male, female, and/or intersex. Gender refers to sociocultural norms, identities, and relations that: 1) structure societies and organizations; and 2) shape behaviors, products, technologies, environments, and knowledges” (Schiebinger et.al. 2021)

Unconscious bias: One factor that leads to different treatment between people is unconscious bias: „Unconscious bias is when we make judgments or decisions on the basis of our prior experience, our own personal deep-seated thought patterns, assumptions or interpretations, and we are not aware that we are doing it. [...] Importantly we have both a positive bias towards our ingroup, and a negative bias towards an outgroup.“ (Frith 2015, p. 2).

3. Priority Fields & Objectives

As a funding organization, we must address **two spheres** when looking at gender mainstreaming (figure 1): the internal and the external. The first sphere encompasses our own organization, i.e. WWTF office (all employees) and WWTF boards (WWTF advisory board and WWTF board of directors). The second sphere is outward-looking and extends to all the activities of the funding cycle and on outward communication to various stakeholder groups. This second sphere mainly focuses on researchers (including potential applicants), their home institutions and external evaluators (jury members and reviewers).

This document directly addresses both spheres.

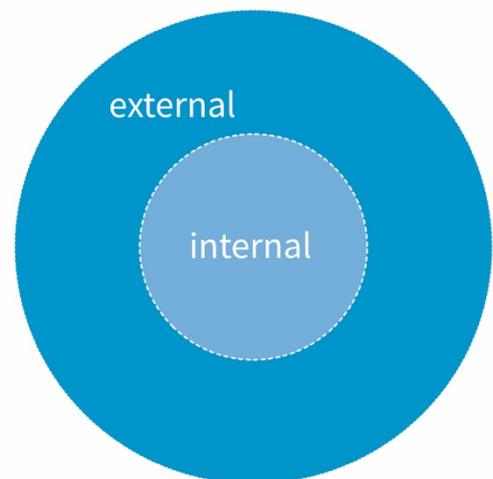


Figure 1: internal and external sphere

In developing and implementing our gender equality strategy, WWTF has identified **three priority fields**

- 1) decision-making processes
- 2) numbers & data
- 3) knowledge creation & communication

These three fields are closely linked at multiple levels. However, each has a distinct focus, and each consists of an internal and external sphere as explained above (and shown in figure 2). The following explanations define the three priority fields and their constituent objectives with respect to both the internal and external spheres.

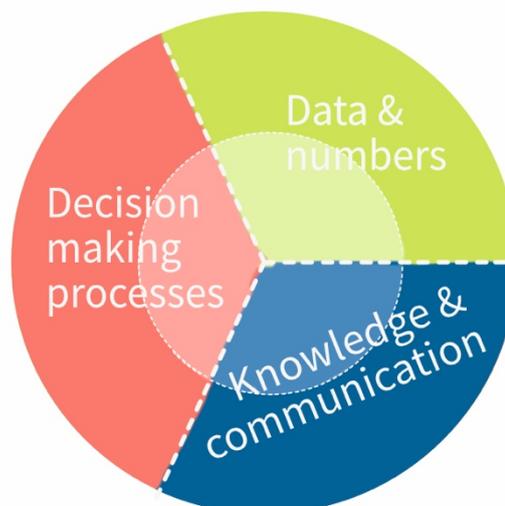


Figure 2: priority fields

Priority Field 1: Decision-making processes

Various studies of factors contributing to research funding and success point to gender biases in evaluation. In particular, gender bias or bias in general has a great influence on the decision-making process, and impacts the assessment of both male and female evaluators (MossRacusin et al., 2012; Steinpreis et al., 1999). For WWTF as a research funder, this highlights the importance of critically examining each step of our decision-making processes. Performance of women and men are often evaluated differently under currently existing criteria, because of differing expectations about male and female abilities, which in turn influence our judgement. One general insight and pattern is that (see also Dvořáčková et al., 2020): “*women need to have better research results or more results to be evaluated as equally qualified as men (Wenneras & Wold, 1997; Steinpreis, Anders & Ritzke, 1999; Kaatz et al., 2014; Van der Lee & Ellemers, 2015; Helmer et al., 2017; Witteman et al., 2019).*” At the same time, certain evaluation criteria used in decision-making processes themselves may warrant further reflection. For example, the concept and evaluation of productivity and excellence has attracted discussion, with selected studies showing that women have a more diverse publication profile, fewer international team publications or a different career length (Huang et al., 2020) with leaves of absence a contributing factor. Tannenbaum et al. (2016, p. 4) underscores the importance of bringing gender mainstreaming considerations in decision-making processes to the foreground, stating that “*emerging evidence suggests that sex and gender are important in decision-making, stakeholder engagement, communication, and preferences for the uptake of interventions. Furthermore, when gender norms, identities and relations are ignored, unintended consequences may occur.*”

Therefore, to avoid unconscious bias, WWTF strives for the following objectives in ensuring fair and well-balanced decisions possible at all stages, in both internal and external processes:

Objective No.1 (internal): Embedding gender mainstreaming as a factor in internal decision-making processes

Objective No. 2 (external): Incorporating gender mainstreaming into all relevant decision-making steps of the funding cycle

These recommendations focus primarily on increasing gender sensitivity in the assessment and evaluation of research proposals. Gender balance within reviewers, evaluation committees and boards involved in the evaluation of research proposals are addressed in priority field number 2 on numbers and data.

Priority Field 2: Numbers & data

It is essential to foster participation of women in science and in research teams at all levels, to provide the same opportunities for all and to “*have the entire pool of talent available*” (Lasinger et al. 2020, p. 13). A severe underrepresentation of women in research fields results in an exclusion of their perspectives from research and development. This, in turn, affects research outcomes as gender-balanced teams are an important element to allow diverse experiences and approaches to contribute to knowledge creation, and to increase the range of ideas and insights (EC, 2012). The same is true for a balanced representation in evaluation and decision bodies. In both contexts of performing and evaluating research, gender balance within a team or group plays a crucial role in the team’s success and for a fair decision. Hoogendorn et al. (2013, p. 1514) showed that mixed teams are more efficient, creative and innovative than single-sex teams due to a diversity of experiences and beliefs, and/or different ways of thinking and finding solutions: “*We find that teams with an equal gender mix perform better than male-dominated teams in terms of sales and profits.*” Dvořáčková et al. (2020, p. 9f) summarizes advantages of balanced decision teams. The possibility to take part in the evaluation process also fosters the careers of individual evaluators (by having a “look behind the scenes”, taking part in negotiations or being able to establish a network).

Quantitative analysis and monitoring are important processes in enabling us to determine if teams, both internal and external, are progressing towards gender equality. We regard data, collected and reported in transparent processes, to form the foundation for determining areas of improvement, demonstrating progress of installed and implemented measures, and introducing actions and change. Therefore, accurate gendered data collection in all phases of the process will play a central role in enabling the following objectives:

Objective No. 3 (internal): Striving for gender equality in the composition of the WWTF office and boards

Objective No. 4 (external): Implementing processes to monitor and improve gender distribution amongst all relevant cohorts at all stages of the funding cycle

However, numbers alone do not tell the whole story. “*While having gender-balanced panels in place does bear the potential to lead to better decision-making processes, it does not automatically lead to gender-sensitive decision making, i.e. more equal funding decisions and thereby more equal success rates.*” (Lasinger et al., 2020, p. 19). Therefore, it is important to install the knowledge in the organisation itself as demonstrated in the next priority field number 3 on knowledge creation and communication.

Priority Field 3: Knowledge creation & communication

“Investing in a gender-sensitive approach to the research content makes for higher quality and validity” (EC, 2009b, p. 10). The knowledge about gender and its implications must be deeply embedded into the organisation itself, its culture, and its work – and actively revisited and renewed. The importance of discussing current trends, necessities and areas of improvement need to be integrated into routine operation as well as communicated with stakeholders. RFOs can support the need for the inclusion of sex and gender considerations in all research as demonstrated by the recommendation in a LERU position paper by Maes et al. (2012). Evidence shows that not integrating sex and gender analysis into the design, conduct, evaluation, and dissemination of research can lead to poor results and missed opportunities (Bear & Woolley 2011, p. 151).” A growing body of research shows that considering sex, gender, and diversity has the potential to make research more informed, useful, and ethically inclusive. Tannenbaum et.al (2021, p. 142) state that “[t]o reach the full potential of sex and gender analysis for discovery and innovation, it is important to integrate sex and gender analysis, where relevant, into the design of research from the very beginning.”⁵ Nevertheless, there are research projects where sex and/or gender are not relevant to the research content. In these cases, applicants should prove why gender considerations are not relevant to the envisioned research.

To summarise, not all research has potential gender dimensions. However, when it does, these dimensions and their potential relevance should be considered. Furthermore, it is not only important to analyse sex and gender, but also to examine how they intersect with other factors. These factors or variables may be biological, sociocultural, psychological, or manifest at the level of users, communities, clients, subjects, or cells (Tannenbaum et.al. 2019, p. 137). The focus on qualitative features of research projects regarding the incorporation of gendered aspects has often not been prioritised in basic research but is of utmost importance (Clayton, 2016, p. 520): “*The goal of basic and “basic-basic” research at the level of molecules to cells is to define and characterize components and principles. At this stage, typically the most research-appropriate SABV⁶ activity is to observe and report sex-based data. This stage of research is about discovery, and in this realm, sex is not a determinant, but rather one piece of a larger whole – a data point or an element of an observation.*” Importantly, the inclusion of gender mainstreamed research in funding programs is complementary to and does not detract from the criteria for excellence (see also Lasinger et al., 2020 for a short literature discussion). Therefore, WWTF states the following objectives:

Objective No. 5 (internal): Embracing gender mainstreaming in all knowledge creation and communication processes at WWTF

Objective No. 6 (external): Addressing and integrating sex and gender as factors in design, execution and evaluation of research

⁵ For more information and examples of discoveries and innovations through the integration of sex and gender dimensions into research see: <https://genderedinnovations.stanford.edu/fix-the-knowledge.html>

⁶ SABV = sex as a basic biological variable

4. Implementation

The next section provides a broad overview of the principles and processes WWTF will implement to reach our objectives. The instruments, processes and methods will be tailored and streamlined according to specific needs and contexts. The concrete actions will be described in Section 6.

Benchmarking and learning: Learning from others and challenging one's own situation with best practice examples in literature and other sources constitute an important pillar to reaching the dedicated goals. A diverse set of information in this field is available and constantly updated or extended (e.g. Lasinger et al., 2019; Schiebinger et al., 2021; Hunt & Schiebinger, 2022; Hakansson & Sand, 2021).

Clear (quantitative) and precise goals: Setting concrete and clear goals (e.g. quotas), monitoring their progress and fulfillment, and adjusting them according to the relevant context (e.g. She Figures, 2021).

Incentives and supporting measures: Providing incentives and offering a diverse set of support measures.

Communication and exchange: Another part in reaching the objectives is continuous exchange inhouse as well as with external experts by participating in projects or other exchange formats and communicating extensively with stakeholders (e.g. via EU-funded projects, working groups; see also Kraus et al., 2021).

5. Monitoring and Evaluation

An internal evidence-based evaluation of the *WWTF Gender Equality Strategy & Plan* implementation will take place three years following its adoption. Thereafter, it will be reviewed and checked for updates on a regular basis every five years. At the same time, it will undergo constant adaptation and continuous improvements on a regular, short-term basis.

Part II – Gender Equality Plan

6. Actions

To reach the stated objectives, the concrete measures and necessary resources are stated in the following plan (2022-2025).⁷

Objective No.1

Planned actions / activities	Responsibilities	Timeline	Targets / indicators	Resources required
A.1.1 Ongoing adaptation of WWTF internal documents to include gender considerations such as work-life balance and zero tolerance for sexual harassment	Office management (OM)	Ongoing	I.1.1 Updated internal documents (e.g. Verhaltenskodex, Compliance Management System and Organisationshandbuch)	0.01 PM / year
A.1.2 Regular discussion of gender equality and WWTF’s progress in this respect within internal boards (WWTF Board of directors, WWTF Advisory board)	Management	Annual discussion of gender progress report	I.1.2 Annual overview presentation of the <i>WWTF Gender Equality Strategy & Plan</i> , the progress of the actions taken and discussion of necessary adaptations during board meetings	0.01 PM / year

⁷ 1 PM = 20 working days; 0.1 PM = 2 working days; 0.05 PM = 1 working day (à 8 hours); 0.01 PM being the smallest workload shown here

Objective No. 2

Planned actions / activities	Responsibilities	Timeline	Targets / indicators	Resources required
<p>A.2.1 Inclusion of gender considerations (topic selection, analysis of topic regarding male / female researcher ratio in the field) at the preparatory stage for a funding call</p>	<p>Programme management (PM)</p>	<p>Before each call</p>	<p>I.2.1a Gender sensitive analysis of the characteristics of a topic to ascertain the status quo is conducted before determining thematic funding priorities (e.g., via international expert input)</p> <p>I.2.1.b Gender/diversity is included as criterion for analysis of new topics and as a basis for process considerations or supporting measures</p>	<p>0.05 PM /call</p>
<p>A.2.2 Providing comprehensive and standardised information for evaluators (i.e., juries and reviewers) regarding WWTF's gender equality policy at all stages of the funding cycle (with the goal of providing applicants and evaluators with similar information to ensure consistency across the process)</p>	<p>PM</p>	<p>During each call</p>	<p>I.2.2a Standardised gender sensitive material (briefing document) for jury members is in place (including gender sensitive assessment of research proposals)</p> <p>I.2.2b Jury members are extensively informed about gender assessment before and during the review process (via e-mail, in preparatory meetings, etc.)</p> <p>I.2.2c Jury members receive review templates that take gender into</p>	<p>0.01 PM / call</p>

			<p>consideration and are requested to provide a rating with rationale (e.g., through Excel evaluation sheets)</p> <p>I.2.2d Reviewers are informed about gender assessment of proposals (via e-mail)</p> <p>I.2.2e Reviewers receive review templates that take gender in consideration (e.g., peer review questionnaire)</p>	
A.2.3 Gender-sensitive selection of jury	PM	Before each call	I.2.3 Each jury should have at least one member with gender expertise	< 0.01 PM / call
A.2.4 Gender-sensitive composition of research teams is a criterion in the proposal, selection, and evaluation process	PM	During each call	<p>I.2.4a When submitting a proposal, the option to select a third sex is available</p> <p>I.2.4b When submitting a proposal, team composition (sex), roles and workload/type must be explained</p> <p>I.2.4c All evaluation material includes team composition as criterion</p> <p>I.2.4d Female applicants are given preference in the case of equal evaluation in the jury recommendation process (i.e., jury meeting)</p>	< 0.01 PM / call

A.2.5 Assessment of processes after each call (post-call work) with regard to gender	PM	After each call	I.2.5 Evaluation of gendered aspects of call process are conducted, lessons learnt have been consolidated and necessary changes have been reported to management and WWTF boards	< 0.01 PM / call
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Objective No. 3

Planned actions / activities	Responsibilities	Timeline	Targets / indicators	Resources
A.3.1 Equalising gender distribution at WWTF office	Management	Ongoing	<p>I.3.1a Equal gender distribution of employees (increase of the underrepresented sex)</p> <p>I.3.1b Current gender balance is considered during the recruitment process (in case of equal qualifications, candidate of underrepresented sex will be preferred) and unbiased job advertisements are used</p>	< 0.01 PM / year
A.3.2 Equalising gender distribution in WWTF boards	Management, boards	2022 - 2025	I.3.2a Gender balance in WWTF boards by increasing the underrepresented sex: attain in the next three years 1) a minimum of 40% female board members in the WWTF Advisory Board (Kuratorium), 2) 2 out	< 0.01 PM / year

			<p>of 6 female board members in the WWTF Board of Directors (Vorstand)</p> <p>I.3.2b Change of WWTF statutes regarding the policy of represented institutions appointing members in the WWTF advisory board (new mechanism: for institutions with two members on the WWTF advisory board, one woman and one man must be appointed; for institutions with one representative, preferably a woman should be appointed)</p>	
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Objective No.4

Planned actions / activities	Responsibilities	Timeline	Targets / indicators	Resources
A.4.1 Ensuring accurate gendered data collection in all phases of the proposal process	PM, Controlling	Annually and after each call	<p>I.4.1a WWTF gender progress report published on website annually and communicated to WWTF boards</p> <p>I.4.1b Sex-disaggregated data for male and female members of juries, evaluators, and applicants for each call (f/m/d) is collected, monitored and communicated throughout the call where relevant (e.g., information to jury)</p>	0.1 PM / year

<p>A.4.2 Increasing the underrepresented sex in juries and reviewer pools in aiming at an equal gender distribution</p>	<p>PM</p>	<p>Each call</p>	<p>I.4.2a Setting a dynamic quota for reviewer pools, according to the percentage of male/female researchers in the field (as determined through pre-call gender analysis of topic)</p> <p>I.4.2b Striving for equal proportion of female and male jury members</p>	<p>< 0.01 PM / call</p>
<p>A.4.3 Increasing the underrepresented sex amongst applicants and grant holders through targeted actions to increase number of submitted projects with female PIs</p>	<p>Management, PM</p>	<p>Each call</p>	<p>I.4.3 Implementation of specific measures to reduce selection bias through discussion, consulting and increased networking opportunities</p>	<p>0.05 PM / call</p>
<p>A.4.4 Awareness actions for applicants regarding gender composition in research teams</p>	<p>PM</p>	<p>Each call</p>	<p>I.4.4 Inserting questions in the application template/phase: How much time do female and male project participants devote to the overall project (not just the distribution of individuals, but also their weight/role in the project/type of activity)? Does the project team collectively demonstrate the necessary qualifications to ensure optimum output?</p>	<p>< 0.01 PM / call</p>

Objective No.5

Planned actions / activities	Responsibilities	Timeline	Targets / indicators	Resources required
<p>A.5.1 Integration of a gender equality dimension in internal & external communication</p>	<p>Management, all WWTF employees</p>	<p>ongoing</p>	<p>I.5.1a Gender equality is part of WWTF’s mission, vision, and funding guideline</p> <p>I.5.1b WWTF has a gender strategy and plan in place and adapts it as necessary</p> <p>I.5.1c Use of gender-sensitive language in all internal and external documents as well as WWTF public relations work and publications</p> <p>I.5.1d Use of gender-sensitive writing in German with the asterisk (*) in all internal and external documents, WWTF public relations and publications as well as internal briefing documents for juries and evaluation committees</p> <p>I.5.1e Use of unbiased communication (e.g., presenting pictures of the team rather than only the PI; addressing the role of the core team rather than only the PI, etc.)</p> <p>I.5.1f WWTF considers female and male role model stories in public relations work</p>	<p>0.1 PM / year</p>

A.5.2 Continuous internal awareness-raising and learning	Management, all WWTF employees	ongoing	I.5.2a Gender bias/gender equality trainings for employees are regularly conducted I.5.2b Continuous learning, exchange and participation in projects and groups (e.g., GEECCO, Gender AG, ...)	0.2 PM / year
A.5.3 Specific resources are dedicated to foster gender equality and diversity	Management	Each year	I.5.3 Establishing a contact person at WWTF for internal and external gender-related issues	0.2 PM / year

Objective No.6

Planned actions / activities	Responsibilities	Timeline	Targets / indicators	Resources required
A.6.1 Addressing gender in the content of every application	PM	Each call	I.6.1 When submitting a proposal, “gender in content” is a mandatory part of proposal. Applicants are explicitly called upon to formulate their proposals along gender considerations in all phases of the research. If there are no identifiable gender aspects after a detailed review by the applicants, this must be justified, e.g., by providing reasons to demonstrate that no sex, gender or other relevant differences	< 0.01 PM / call

			have been found. Guidance is given in the call specifications and further documents	
A.6.2 Consideration by jury and reviewers of the criterion “gender in content” in the proposal selection and evaluation process	PM	Each call	I.6.2 When evaluating proposals, “gender in content” is part of the evaluation and discussion in jury meetings and incorporated in the instructions and evaluation material	< 0.01 PM / call
A.6.3 Planning and implementation of targeted affirmative actions	PM	Each call	<p>I.6.3a WWTF takes into account during the proposal review process career breaks due to care duties</p> <p>I.6.3b WWTF sets targeted (financial) incentives / measures for gender mainstreaming activities in science (e.g., additional funding coming with the Vienna Research Groups € 50,000)</p> <p>I.6.3c WWTF fosters networking opportunities for female researchers</p> <p>I.6.3.d WWTF includes costs for childcare or coaching options into fundable costs for female funded personnel</p>	0.01 PM / year

Around 0.6 PM per year are calculated for all the necessary actions, which are managed by program managers, management as well as controlling. Around 0.1 PM are further added for each call run by program managers (with 3 calls per year, this adds up to 0.3 PM), resulting in around 1 PM per year. WWTF staff is less than 10 FTEs.

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