



Fundacja Adeptów i  
Miłośników Ekonomii

Foundation of Admirers &  
Mavens of Economics

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## GENDER EQUALITY PLAN 2021-2024

Gender Equality Plan of FAME|GRAPE for the period 2021-2024 was conceived with the participation of our entire community, expresses our shared values and makes sure that our community is a safe and stimulating scientific environment, promoting diversity, free from discrimination and assuring academic independence and development to all its members. The values which we share internally, we also promote externally.



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## I. Introduction

The Gender Equality Plan FAME|GRAPE builds on assumptions outlined in the European Charter for Researchers.

FAME|GRAPE, is a private, independent institution. Foundation of Admirers and Mavens of Economics (FAME) was founded in the summer of 2015 to operate the research center FAME|GRAPE (Group for Research in Applied Economics), which was established in 2011. As of June 2021, Ideas/RepEc ranks FAME|GRAPE as the 6th best research economic research institution in Poland.

The inception of FAME|GRAPE was motivated by the observation that unlike other countries of Central and Eastern Europe, Poland has so far lagged behind in attracting foreign-educated economist to relocate to Poland and contribute to the improvement of research in economics in the country. With this observation, top Polish-based scholars based at the University of Warsaw and Warsaw School of Economics engaged in networking and established a private, independent research institution. The institutional straightjacket of the public academic institutions in Poland makes establishing such research prone to numerous hazards. As a non-governmental organization, independent financially and organizationally of Polish academic institutions, FAME|GRAPE aims to facilitate international cooperation and encourage bridging research agendas between Poland and Polish-born foreign scholars, to co-work on scientific projects and intensify international scientific cooperation.

Financing of FAME|GRAPE is independent of any public or private higher education institution in Poland or abroad. FAME|GRAPE hosts currently 13 experienced scholars and 9 graduate students. Research by FAME|GRAPE staff has already been recognized by [numerous publications](#) in international general interest and field journals. Our staff regularly presents at scientific conferences and seminars. Despite being founded only recently, FAME|GRAPE is already involved in [eleven research projects](#), each of them involves international cooperation, regardless of the funding source. The staff of FAME|GRAPE also has an extensive and growing network of international contacts, with multiple foreign co-authors and hosting international researchers, including scholars from the US, Italy, Argentina, Kenya, Ukraine, Iran, Turkey, the Netherlands, the UK, and the Czech Republic.

FAME|GRAPE has a long record of institutional collaboration in both research and policy contexts. Independently and in cooperation with think-tanks, FAME|GRAPE was contributing to several studies by The World Bank and OECD in Central, Southern, and Eastern Europe as well as North Africa. We have organized several [international conferences](#). Our scholars actively feed into public debates around Europe, in areas such as gender inequality, social security and old-age poverty, the links between demographics and economics as well as – recently – the effects of COVID pandemic on households and the economy.

## II. Where do we stand?

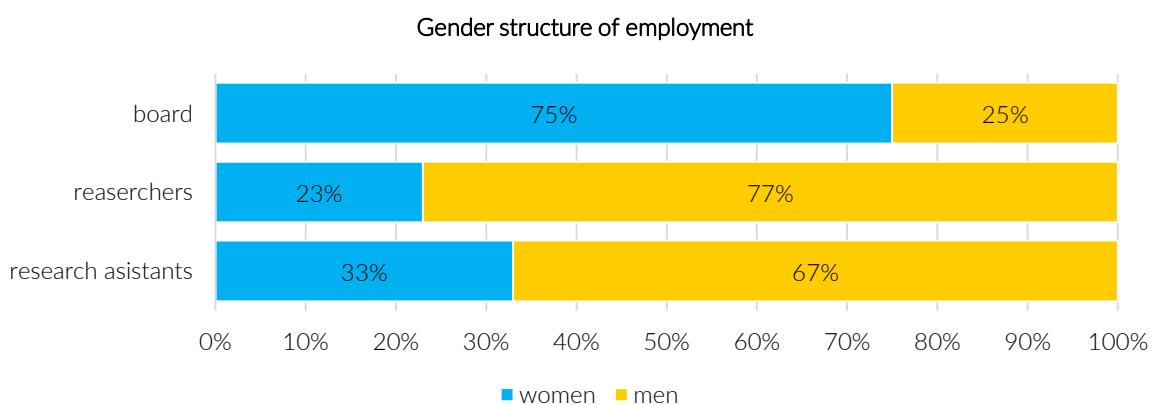
**Organizational structure.** FAME|GRAPE has a flat organizational structure: management is responsible for enabling Principal Investigators to (a) acquire funds for their research projects; and (b) implement these research projects successfully. Thus, management is much more a facilitator than a deciding entity. Principal Investigators are free to fundraise and implement their projects with FAME|GRAPE or in other academic institutions at any point in the project. Principal Investigators manage their research teams, encouraging their staff members to raise human capital and push the frontier of science. The staff consists of research assistants (typically graduate students) and potentially other scholars (junior, senior and external).

The risks associated with such flat organizational structure concern two tensions.

- The needs of the project being in potential conflict with the needs of the junior staff (for example, junior staff may benefit from more teaching effort by the Principal Investigator, whereas the PI may be more interested in instantaneous output rather than learning outcomes). To mitigate this risk we implement a number of policies described in the action plan.
- The need of the organization being in potential conflict with the needs of specific PIs and their projects (for example, when the organization devotes time to acquiring new PIs and projects with new PIs and not providing sufficient support to the PIs and projects in the current portfolio). To mitigate this risk, each PI and each project has one member of the management board and no member of the management board ever manages more than three projects at once.

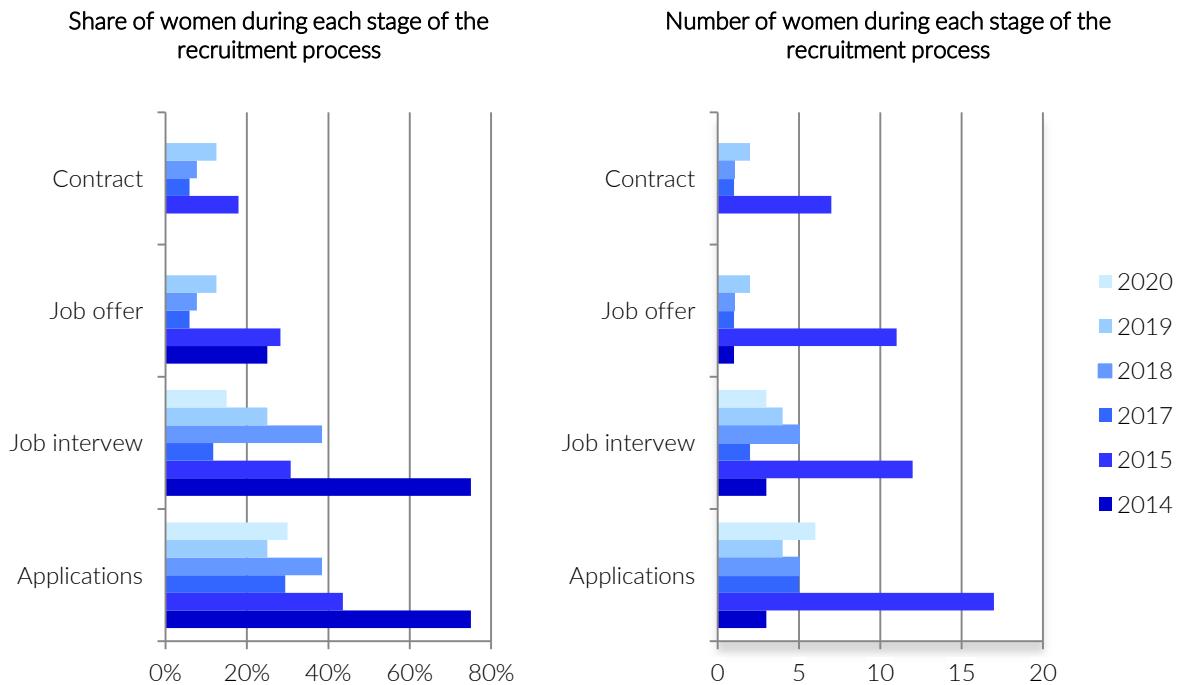
FAME|GRAPE staff does not face the conflict between involvement in consulting or policy advocacy and research, because we rigorously implement a policy that no single person is ever obliged to devote more than 5% of their working time to those activities at the expense of research.

**Staff.** According to Eurostat in Poland, on average, only one in 4 members of the board is women. Our own research to gender board diversity reveals that roughly 70% of firms with boards have no single woman on a board. At our organization, since its conception, both the management and the supervisory board of FAME|GRAPE are dominated by women. This high share of women is driven by one woman who co-established FAME|GRAPE and two women who were promoted from entry-level positions to management. During this period, one man advanced through the ranks from entry-level position to management.

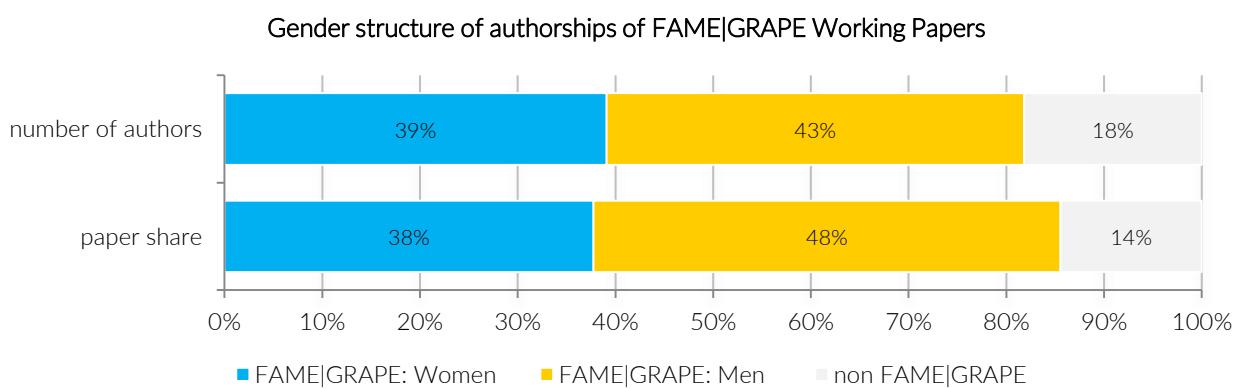


Despite a majoritarian female leadership, it remains challenging to establish a levelled playing field for junior scholars. We have studied our recruitment processes and found that between 2014 and 2020, roughly 30% of applicants were women. In absolute numbers, in 2020 four women applied to call for

applications. Our recruitment process data indicate that the main problem in recent years was a low number of attracting female applicants. While women and men were almost equally likely to get a job interview invitation, we proposed relatively fewer job offers to women, and they are less likely to accept our offer.



**Research output.** FAME|GRAPE Working papers indicate that, among researchers on average, women have higher research output. Among all authors, 39% were women affiliated at FAME|GRAPE, while 43% were men (since coauthors unaffiliated with FAME|GRAPE cannot be subjected to our GEP, we exclude this category from comparisons, 18% of all authors are external). The proportions are similarly tilted towards women when we look at the papers as a metric, rather than the number of authors (we assume equal contribution of all coauthors for this comparison).



This equality in the research output is maintained despite the fact that the staff of FAME|GRAPE is relatively young and thus combining paternity commitments with professional career. 4

**Career progression in the organization.** In the current legal system, FAME|GRAPE does not award scientific degrees. Hence, scientific careers of FAME|GRAPE staff need to be associated with a public university or research center. This combination implies that on the one hand FAME|GRAPE cannot formally affect individual careers in the academia, but on the other hand our organization there is ample room to assist our staff in building their careers elsewhere. This challenge relates to both junior staff joining FAME|GRAPE as research assistants before or during their PhD studies and to post-docs advancing their careers towards full professorship.

Internal career progression paths are tightly linked to general educational position. For example, for junior researchers to become Principal Investigators on a project they first need to obtain a PhD. Likewise, the staff of FAME|GRAPE has to have individual international networks in order to apply for cross-border competition grants. Finally, good publication record is of key importance to the ability to obtain research grants (and advance academic career).

**EnGendering knowledge.** An important area of research at FAME|GRAPE is gender equality in the context of labor market. Historically, at any point in time, at least two research projects focusing on that area were being implemented. Between 40 and 60% of the staff at FAME|GRAPE has been devoted to these tasks. We also periodically organize a scientific conference (GGaps Conference) and engage in policy advocacy for measuring and enforcing gender equality.

Gender dimension so far has not been purposefully pursued in projects from other lines of research. Notably, many research projects address issues without clear implications for gender equality. Nonetheless, each of the project teams is sensitive to research by women in their field. Likewise, team members are encouraged to recognize the implications of their work for gender equality.

**Wages.** FAME|GRAPE does not have a wage grid. Board members work pro bono. Principle Investigators receive compensation following the letter of their grant application; the same applies to co-investigators and research assistants. Given that the compensation structure is external to our organization, there is no analysis of wage equality in the current report. We also do not plan to include gender wage equality in the periodical Gender Audit. If that situation changes during the implementation of Gender Equality plan, the audit will be adjusted accordingly

### III. Strategic goals and areas of future action

Based on the above evaluation we formulate the following strategic goals.

**Goal 1:** increase the share of female research assistants.

**Goal 2:** increase the share of female applicants to junior positions.

**Goal 3:** maintain the equitable women's position in research output and structural roles.

Accordingly, we formulate the following areas of future action.

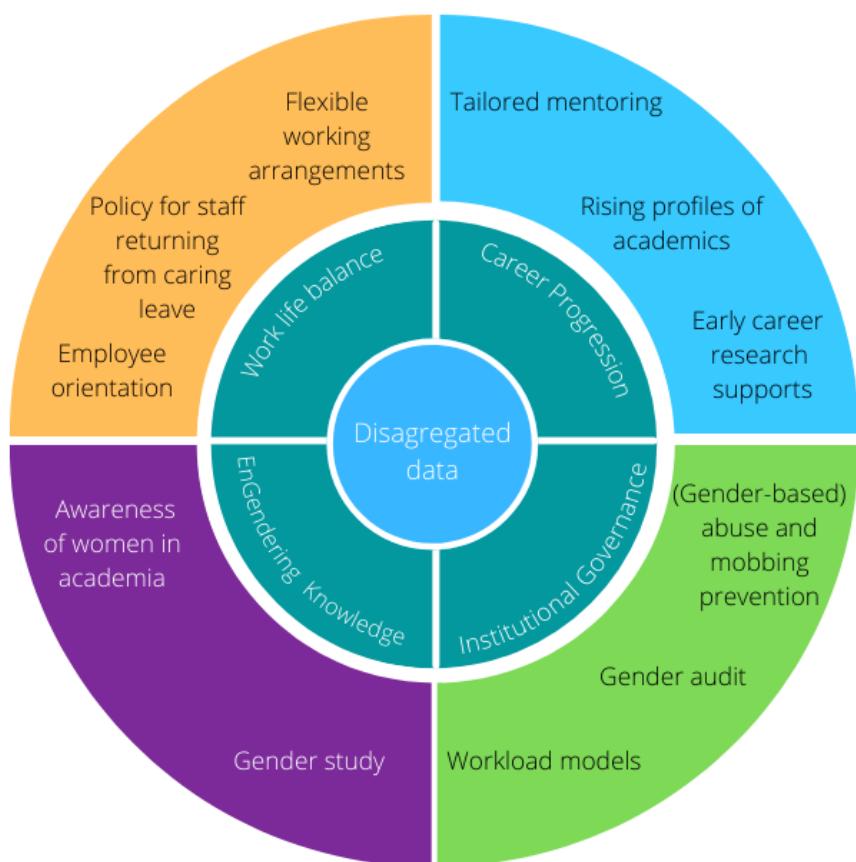
First, FAME|GRAPE intends to promote the career development of both men and women in research positions to prevent the waste of talents, particularly for women, who more often drop out (or interrupt/abandon) careers. We tackle that issue at several levels: by identifying feasible ways of attracting more women to join FAME|GRAPE, subsequently provide tailored mentoring for research assistants, present successful female figures in academics as role models, and support early career researchers.

Second, FAME|GRAPE GEP aspires to promote and provide work-life balance. We offer flexible working arrangements, a unique work organization for staff returning from caring leave, and employee orientation courses covering gender-sensitive issues like unconscious bias.

Third, FAME|GRAPE research agenda incorporates the sex/gender dimension variable in research, especially where it is traditionally not applied; ensuring diversification of views and methodologies in research and teaching; stimulating a gender-aware culture change.

Fourth, FAME|GRAPE aims to promote gender equality within institutional governance. Even though women represent 75% of FAME|GRAPE's boards, we need to monitor leading indicators as gender equality during the recruitment process. Moreover, we monitor and wish to prevent any signs of gender-based violence, including sexual harassment.

#### Key areas covered in GEP



## IV. Action plan

Career progression	Objectives	<b>Encouraging more applications from women</b>
	Actions	We will experiment with various ways of reaching out to students in Warsaw and around. These experiments will serve to identify the causes of low participation of women in the recruitment processes as well as effective ways of encouraging greater interest among female students.
	Target Measures	The potential experiments will include (a) actual controlled online experiments; (b) seminars aimed at promoting the female role models in academia; (c) encourage interns to consider academic career. The controlled online experiments will serve to identify potential unconscious biases in how we formulate the calls for applications as well as evaluation of the candidates. The seminars will target the potential applicants. We will invite specialists in communication to passively participate in these seminars to evaluate our communication strategies in terms of implicit or unintentional biases.
	Timeline Who is in charge	Potential applicants reports on undertaken experiments, review of the seminars by external experts in gender equality and communication
Career progression	Objectives	<b>Tailored mentoring</b>
	Actions	Each junior staff member chooses a career coach and FAME GRAPE facilitates establishing a relationship. Coaches are not members of FAME GRAPE staff to avoid potential conflict of interest and privacy issues. This rule serves also to extend the academic network of the junior staff. Each junior staff member provides the board with the schedule of meetings with the coach and submits requests if meetings require funding. The meetings ought to take place once a quarter and result in a plan for the next quarter, but the content of the meeting as well as the plan are not disclosed to the board.
	Target Measures	Junior researchers and research assistants
	Timeline Who is in charge	Recurring survey Working@GRAPE queries the mentoring program 2021-2024 Board
Career progression	Objectives	<b>Raising the skill of public speaking</b>
	Actions	The chances of junior scholars to be recognized in the research community are higher for good public speakers. Periodically, FAME GRAPE provides training in public presentation.
	Target Measures	Junior researchers and research assistants Number of public speaking trainings
	Timeline Who is in charge	2021-2024 Board
Career progression	Objectives	<b>Raising the skill of public speaking</b>
	Actions	The chances of junior scholars to be recognized in the research community are higher for good public speakers. Each junior scholar, before going to an international conference or seminar has the opportunity to present his/her work during an internal FAME GRAPE seminar to practice the talk.
	Target Measures	Junior researchers and research assistants Number of internal mock seminars
	Timeline Who is in charge	2021-2024 Board

Work-life balance	Objectives	<b>Support for flexible working arrangements</b>
	Actions	FAME GRAPE offers flexible working arrangements as hybrid of working from home with working from the premises, part-time positions, and flexible working hours. Such possibilities are communicated clearly during the recruitment process.
	Target	Research assistants
	Measures	Recurring survey Working@GRAPE queries the use of FWTA
	Timeline	2021-2024
Work-life balance	Who is in charge	Board
	Objectives	<b>Policy for staff returning from a caring leave</b>
	Actions	Staff returning from caring leave are encouraged to use flexible working time arrangements (FWTA)
	Target	Research assistants
	Measures	Recurring survey Working@GRAPE queries the use of FWTA
Work-life balance	Timeline	2021-2024
	Who is in charge	Board
	Objectives	<b>Employee orientation includes explicit examples of best practices for WLB</b>
	Actions	Employee orientation will include a discussion on gender and diversity in academia, focusing on unconscious bias and work-life balance.
	Target	Researchers and Research assistants
Work-life balance	Measures	Recurring survey Working@GRAPE queries access to the best practices on WLW
	Timeline	2021-2024
	Who is in charge	Board

EnGendering Knowledge	Objectives	<b>Raising the awareness of research by women</b>
	Actions	While citing articles in op-eds, each scholar is encouraged to include names of authors to oppose unconscious bias. In addition, in each op-ed, at least one cited article must be coauthored by women.
	Target	Researchers (senior and junior, including research assistants)
	Measures	Recurring survey Working@GRAPE encourages self-reflection on gender equality in promoting research
	Timeline	2021-2024
EnGendering Knowledge	Who is in charge	Board

Institutional Governance	Objectives	<b>Gender audit</b>
	Actions	Annual analysis of the recruitment process and research output. Measurement of gender equality in research output will take into account the gender structure of the team working on specific projects. Primarily, we will inspect if both genders have the same proportional chance to co-author papers in a given project (provided that the project team has gender diversity). We will analyze workload for each project in a gender-sensitive way.
	Target	All staff members
	Measures	Number of applicants in each stage of the recruitment process by gender, number of working papers by gender of the author.
	Timeline	2021-2024
Institutional Governance	Who is in charge	Board
	Objectives	<b>Workload models</b>
	Actions	Administrative tasks as cleaning coordination, social media management, etc., are split in a gender-neutral way. The administrative tasks that require Board involvement are divided equally between board members.
	Target	All staff members
	Measures	Recurring survey Working@GRAPE queries the workloads among staff members.
Institutional Governance	Timeline	2021-2024
	Who is in charge	Board

Institutional Governance	Objectives	<u>Prevention of (gender-based) abuse and mobbing</u>
	Actions	There is an external and independent Ombudsman, who can be addressed in confidence with any report of inappropriate behavior. The staff is aware of the ways to contact Ombudsman and informed that they are free to report inappropriate behavior by any member of staff including management, senior scholars and junior scholars. When and if administrative workers become part of the team, they would be included in the same policy. The Ombudsman investigates the cases and whenever applicable, recommends actions to the interested parties and/or management board.
	Target	All staff members
	Measures	number of tickets regarding (gender-based) abuse and mobbing
	Timeline	2021-2024
	Who is in charge	External Ombudsman