

# Equal Opportunities for Women and LGTBIQ persons

(Gender Equality Plan)



25 de November de 2021



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## 0 Introduction

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Across the times, women and LGTBIQI have faced in different geographies and domains of action discrimination, a treatment of inferior status just for being a woman or LGTBIQI. This phenomenon prevents achieving real levels of equality for them. Equal opportunities refer to the elimination of the above-mentioned discrimination and prejudice, so persons, independently from their gender identities have the same access to development opportunities, in all possible domains, such as familiar, political, labour and social. This implies same education development for all genders and engaging in culture going beyond gender mandates and constructed roles of genders that hinder this possibility.

The right to have equal opportunities independently from the genders is a human right guaranteed in several Treaties of the European Union and Declarations from the United Nations. Directives 2002/73CE and 2006/54/CE from the European Parliament and Council recognize that genders inequality is a structural problem that requires planned strategies to transform it. These Directives regard the application of the principle of equality in the treatment in the dimensions of

- a) the access to employment, including training and career opportunities;
- b) the working conditions, including payment and compensations;
- c) the social security schemes.

These measures focus on the people as workers and professionals and stresses the need to analyse and solve the structural inequality in the labour domain, through the implementation of equality plans.

cambiaMO is an organization committed to equality and positions this value as a strategic asset embedded in the culture of the organization. We created a plan as a pathway that should be performed with gender perspective. From this point, we offer advice and counselling for other organizations to view their processes and structure with a genders perspective, with transparency and with motivation to change the *status quo*.

For the purpose of this document, gender is understood in the mainstream trend as the social construction marking differences which are often perceived as feminine,

masculine, mixed elements or neither. Whereas, a gender minority or a non-binary gender refers to people whose gender identity does not exclusively align with masculine or feminine polarities. The binary is quite associated with the confusion introduced by the concept of sex. Sex is defined as the physical features employed to identify between males and females; but this does not imply that a person's gender is aligned with their sex assigned at birth or their genitalia. The woman/man gender binary is constructed upon the assumption of a scale of differences with only two points, male and female, which are treated as coextensive of qualities given by the physiological sex. Generating a disruption in this dominant assumption coming from gender mandates is crucial for the recognition of the presence, rights and needs of multiple genders that do not fit the female/male gender binary. The persistence of the two-genders / two-sex binary reinforces discrimination and male dominance. It undermines queer and feminist activism and theoretical elaboration that challenge the mainstream idea of gender and how social constructs are employed to establish expected behaviours from women, to consolidate different forms of oppression such as sexism or homophobia.

With a clear expertise in the domain of transport mobility, climate change and equity, we explore and observe how the variable of gender, in all its characteristics of binary and not, (from the approach of intersectionality) conditions the experience of the travel experience, together with the feeling and use of their physical and ecological environment, the public space. The needs and requirements of women and LGTBQI towards the transport system are different from men's, and sometimes may be unattended. Part of the mission of cambiaMO is collecting and elaborating inputs for the transport planners to incorporate the specific needs of women and other gender minorities (i.e. LGTBQI), their view and real experience into the different elements that make up the transport system.

As a research organization we focus on the different layers that make up the identity, from an intersectional stand point. This implies, for instance, that the category of genders is intersected with other relevant categories such as ethnicity, nationality, income level or impairments to produce different experiences of the social world. Intersectionality is relevant since in the current society there persist power relations of race, class and gender, just to mention some possible axes, which are not mutually exclusive and discrete but they are interwoven. This interaction is not always visible, although it shapes the social world and the experience of subjects. One interesting definition of intersectionality is proposed by Collins & Bilge (2020:12):

“Intersectionality investigates how intersecting power relations influence social relations across diverse societies as well as individuals' experience in everyday life. As an analytical

tool, intersectionality views categories of race, class, gender, sexuality, nation, ability, ethnicity and age - among others - as interrelated and mutually shaping one another. Intersectionality is a way of understanding and explaining complexity in the world, and in human experiences”.

With this Genders Equality Plan (GEP), cambiaMO seeks to address genders inequalities and imbalances in all his activities through the development and implementation of a context-specific GEP, formalising a set of actions aiming at a long term institutional and cultural transformation.

# 1 Commitment from the organization

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Beyond the compliance with all the European, international and national regulation that is mandatory, the cambiaMO's organization defines a clear stance in favour of equal opportunities and the co-responsibility independently from the genders. This equality will only take place if all the individuals make efforts, modify incorporated attitudes and behaviours to enable women and non-binary persons to develop unconstrained.

We are committed to prevent in all our productions and theoretical elaborations stereotypes that establish in a very rigid way what the roles of women are to perform in the labour and social world. Examples of stereotypes are, for instance, the idea that women do not work in physical jobs that imply force of physical effort because they are not "made" for that or because they underperform in that position. Another stereotype is that women cannot work as professional drivers of vehicles because they may have difficulties coping with the aggressive conditions of urban traffic. These genders stereotypes are risky since they do not limit the horizon of possibilities of women, but also of men, creating a rigid assessment of opportunities and feasible scenarios. We are aware of the subtle presence of these functional stereotypes and we work for their elimination and for preventing their introduction in the context of research, essays, papers and other material.

Stereotypes are relevant because they forge specific forms of reality. In previous research on transport and mobility topics where cambiaMO have been involved, we have found how often gender bias occurs in transport planning because of stereotypes about gender. For instance, the belief that women own and use less cars becomes implicit in the transport planning, although their use of cars may be with more stops or more occupants in the vehicle. There is a consensus, reflected in cambiaMO production, that women move in different ways than men. Women's trips tend to be more local, covering shorter distances, more chained (conditioned by the starting and ending point of other activities) and many times accompanying dependent people such as children, elderly or other dependent people. Because of social mandates and roles assigned by society, caregiving trips tend to fall more on the shoulders of women. This is just an example of how gender bias, mandates and stereotypes may be distorting the course of research and producing insights that are questionable from and adherence to genders perspective and the thrive for truth.

Another aspect that may be distorting the accuracy and validity of the research is the use of language which is not gender-inclusive. In languages such as Spanish, French or Italian, the use of the linguistic male gender as “non-marked”, this is, referring to the universal is a common practice full of problems. This mainstream use of language reaffirms the gender *status quo* by a) validating the gender binary division of society, and b) by proposing the “men” as the main protagonist of collective actions and, even further, of History. In the field of research, using non-gender inclusive language in the wording of questionnaires for data collection (during the fieldwork) may generate cognitive bias, since the mind is inclined to associate collective action with the initiative of men. In other words, when a question is built using linguistic male gender as “non-marked” to refer to the universal, the mind tends to focus on “men”. And this introduces a bias on the object under study. Another source of bias in the use of non-inclusive language is the fact that women or non-binary gender identities may not feel addressed or identified in the question. A loss of sympathy and connection between the respondent and the researcher occurs, which could lead to under-response. This behaves as the cultural barrier that, according to Groves and Couper (1998), may be explaining a higher rejection of participating in surveys among social minorities. The authors pointed out that individuals who perceived themselves as marginalized or less socially integrated to the wider society (in this case, marginalized from the mainstream language) may be less likely to participate in surveys.


So, as a general methodological principle, which is justified from a theoretical perspective, cambiaMO proposes **inclusive language rules** to apply in all written documents, be it a data collection instrument or a deliverable report, produced by the organization. This implies to adopt a collective term instead of its male (non-marked) equivalent. For instance, in English this corresponds to using the gender-inclusive “they” instead of “he/she”. In Spanish, the search of inclusive collective may favour neutral collectives, such as “el estudiantado” o “la plantilla”, instead of non-marked male plural words such as “los estudiantes” or “los trabajadores”. When dealing with gender bias, it is accepted to make a periphrasis. When this is possible, more confusing graphic signs such as “@” or “/” should be avoided, since they hinder digital accessibility to the text. For instance, external readers for visually impaired people tend to have problems interpreting and translating those graphic elements into sounds.

Measure	Indicator	Expected outcome	Connection with SDGs Agenda 2030
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Gender sensitive language and images in documents produced and revised by cambiaMO adopt a perspective.	Percentage of documents that are gender friendly.	100%	
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Our research will guarantee a gender-balanced participation in all the participatory spaces (such as co-creation workshops, Communities of Practices, etc.), as well as a gender-balanced distribution of responsibilities among the researchers and the lead of the different tasks in the consortiums integrated by cambiaMO. In the same line, and as long as the fieldwork allows it, we take a non-binary approach to gender and people with non-binary gender identities will be encouraged to participate in the workshops and communities of practices to understand their specific experience of the observed communities. At the same time, the integration of people with non-binary gender identities as part of the team will be facilitated and favoured within the organization.

Measure	Indicator	Expected outcome	Connection with SDGs Agenda 2030
Research & Innovation consortiums integrated by cambiaMO adopt a gender perspective in their tasks	Percentage of R&I initiatives adopting a gender perspective in their tasks	100%	

From the organization of cambiaMO, we make public our commitment with principles of genders perspective embedded in our tools for analysis, real equality of opportunities in the structure of the organization, the deployment of the aforementioned viewpoint in the advice and counselling to external organizations. The commitment of the direction of the organization is fundamental to walk the pathway of equal opportunities, not only to develop actions or measures for equality, but also to develop a culture of equality, to contribute to the wider society.

## 2 General features of the Gender Equity Plan

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The Gender Equity Plan is a systematic and ordered scheme whose purpose is the integration of the principle of equality between women, men and people with non-binary gender identities to all stages, processes and action within the organization and in the services provided by it.

The main characteristics that define this plan are:

1. It is collective and participative, designed by all the members of the organization and not only by women, which behaves as well as a formative process, and an experience of sharing of learning to generate a gender perspective approach for all the participants.
2. It is framed by the firm commitment of the organization to incorporate the principle of equality of opportunities between women, men and people with non-binary gender identities in the management of the organization and its projects.
3. The Gender Equality Plan is published on the institutional website in an open way, and addresses the following items:
  - a) Dedicated resources: commitment of all links in the chain of human resources and genders expertise to implement it.
  - b) Data collection and monitoring: genders disaggregated data on personnel and annual reporting based on indicators.
  - c) Training: awareness raising on gender equality and unconscious gender biases for staff and decision-makers.

### 3 Equal Opportunities Plan Structure

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Diagnosis: With the purpose of knowing what is the situation of the organization at the present moment the structure of the plan starts with a diagnosis of the current status. This implies an analysis of the methods of selection of staff, the characteristics of the contracts, the plans of training and career opportunities.

Analysis of research management procedures: focusing more on the stages of the administration of the research, the main activity of the cooperative, this stage will focus on the gender approach on the different stages of research. This covers attention to the gender bias in the selection of sample, the wording and selection of questions in the construction of the fieldwork instruments, the possible bias in the coding and analysis of data, and gender-framed analysis that reproduces stereotypes or stigmas.

Point of improvements are identified as a result of the diagnosis and the following analysis. A program of action was developed that settles the expected objectives and measures needed for compliance. A follow-up is expected with regards to the actions contained in the Plan.

## 4 Target groups

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The present plan targets the whole staff of cambiaMO and affects all the people that hold a contractual relation with the cooperative firm in the quality of employees or service providers.

## 5 Goals of the Equal Opportunities Plan

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The objectives that are aimed at with the Genders Equality Plan are the following:

- Reach a real and effective equality among women, men and people of non-binary gender identities in all levels of the organization, ensuring equal opportunities and equal treatment of all genders, with special attention to positions of responsibility.
- Consolidate as part of the organization culture the equal opportunities principle, and include in all procedures related to selection, training, hiring, promoting, career development, work time balance, payment etc.
- Incorporate a genders perspective approach in all the stages of socio-technical research, from the elaboration of data collection instruments, to the analysis and preparation of documents, deliverables and other products.

## 6 Areas of intervention

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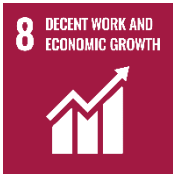
The Plan covers the following areas and addresses them via concrete measures and targets identified in the subsequent sections.

### 6.1 Work-life balance and organisational culture

Work-life equilibrium is defined here as an individual's ability to satisfy their work and family commitments, as well as other duties and activities outside from work. It implies a satisfaction and good operation at work and at home with a minimum of conflict between roles. It is a quite sensitive topic for the gender theory since women many times face a double workload, which results from the difficult coordination of their career responsibilities with the home and caregiving tasks, which fall more heavily on the women, because of the imposed social division of labour. This double workload, understood as a simultaneous demand from the professional space and from the domestic-familiar space, is clearly visible when facing that employed women devote around 6 daily hours to non-rewarded work (which includes household chores, caregiving and support to other households, community and volunteer work) against around 3 daily hours by men (Anigstein, 2020). The lack of schedule flexibility and family/friends' arrangements in the workplace forces many women with caregiving duties to leave their jobs, get employment below their qualifications, switch to lower paid and possibly more precarious part-time positions in activities where these are offered.

The conflict that is part of the negotiation and balance of work and family, which springs from the greater participation of women in the labour market without a redistribution of roles and tasks within the households, means more pressure on women. This pressure, besides the consequences it has for mental and physical health, has led to a crisis on the caregiving scheme for the maintenance of family life.

Measures to treat work-life balance issues: flexibility in the distribution of workload to women; availability of home office; consideration for family schedules and duties; time off between tasks and tasks; encouraging no work at home after the working hours; adequate maternity and paternity leaves; tolerance of child care activities in the office building and during the working-time.


Measure	Indicator	Expected outcome	Connection with SDGs Agenda 2030
Flexibility in the distribution of workload to women	50% of employees are women		
Availability of home office	30%-50% of worktime	75% of worktime	
Consideration for family schedules and duties	50% of flexibility in organizing the worktime	75% of worktime	
Time off between tasks and tasks	Each 2 hours of WT, time off	Each 2 hours of WT, time off	
Encouraging no work at home after the working hours	Daily Tasks finalized within the 8 work daily time	Adequate relation between work time and other activities	
Adequate maternity and paternity leaves	Respectful of Spanish caring law with 3 months of paternity leave	To keep this respect.	
Tolerance of child care activities in the office building and during the working-time	Management of common space in a child friendly way	Convention with child caring space	

## 6.2 Gender balance in leadership and decision-making

Women continue to predominate in the lower levels of the career ladder and continue to be strongly under-represented in top management across European countries and regions. Women are less well represented among specialists and remain significantly under-represented among senior scholars in almost all areas of professional development. This phenomenon represents a gender leadership gap which may sometimes be called “glass ceiling”. Gender inequality is stronger within academic domains than in the areas of services and stronger in top management than at the middle level. The notion of glass ceiling implies that disadvantages and asymmetries are stronger at the top of the hierarchy than at lower levels, and that these disadvantages become worse later in a person’s career. The glass ceiling is therefore the invisible but

constant barriers that keep minorities and women from reaching the upper levels of the corporate ladder, regardless of their qualifications or achievements. A glass ceiling inequality represents a gender difference that is not explained by other job-relevant characteristics in productivity or preferences.

Measures for the gender balance in leadership and decision-making: planning career development considering specifically women’s needs; adapting metrics for evaluating all the individual’s performance and take into account the “double workload” of women; providing all genders with equal career opportunities; creating an organizational culture that embraces women’s leadership style.

Measure	Indicator	Expected outcome	Connection with SDGs Agenda 2030
Planning career development considering specifically women’s needs	Mentoring and empowering courses for female employees	# 2 of mentoring and empowering courses at the hiring and reinsertion moment after maternity or paternity leave	
Providing all genders with equal career opportunities	Equality among genders in the cooperative	All job positions will respect this measure	
Creating an organizational culture that embraces women’s leadership style	#1 initial training on women’s leadership style	Biannual training on women’s leadership style	


### 6.3 Gender equality in recruitment and career progression

Women are less represented in formal employment than men. According to estimates from the International Labour Office (ILO 2009) the women employment-to-population



ratio (aged 25 and above) in 2008 was 51% among the ILO countries compared to 67,5% in the European Union. At the same time, women in employment tend to be concentrated in a small number of occupations. Many of the problems are related to bias of the selectors at the time of making decisions on recruitment.



Some measures to ensure gender equality in the recruitment are using gender inclusive language in the job descriptions, as a way of avoiding discouraging women candidates to apply for jobs with rigid conditions; creating a scorecard to determine the competitions required for the job profile before opening the position; generating awareness of the existing bias through training.

Measure	Indicator	Expected outcome	Connection with SDGs Agenda 2030
Using gender inclusive language in the job descriptions	Gender inclusive language filter implementation	Women feel attracted by the job position at least 50% of the candidature are women.	
Creating a scorecard to determine the competitions required for the job profile before opening the position	The majority of required competitions will be women style oriented	50% of application will be by women	
Generating awareness of the existing bias through training	#1 initial awareness training	Biannual awareness training and mentoring of the progress	

## 6.4 Integration of the gender dimension into research and teaching content

In recent years, a great deal of attention has been paid to overcome gender bias in the elaboration of scientific knowledge, together with this concern in applied research. This will contribute to enhancing the quality and excellence of scientific efforts. To ensure that this integration is done, all our research proposal clearly explain and justify 'how



sex and gender analysis is taken into account in the project's content'. The gender dimension in every work of social research is explicitly taken into consideration. The data collection in cambiaMO's research is conducted through consistent procedures but moving away from the use only of traditional quantitative measures, towards including also qualitative indicators for the selection of samples. The search for representativeness of the sample, the idea that the participants of a research should be selected in such a way that the findings could be extended to the whole population, may move against the significance of certain topics for the subgroups who do not reach a statistical reading base in a representative sample. This is very important at the time of including the gender perspective from the beginning of a research.

Measure	Indicator	Expected outcome	Connection with SDGs Agenda 2030
Adopting consistent procedure in data-collection and analysis to consider Diversity, Equity and Inclusion			 

## 6.5 Measures against gender-based violence including sexual harassment

Prevention and anticipation to potential incidents plays a key role in the endeavours to eliminate the structural causes of gender-based violence. It is a preventive work that has to be incorporated from the moment 0 of the organization, incorporated in the induction processes when a new employee arrives.

The measures to fight gender-based violence in the organization are: awareness campaigns, peer-to-peer education all including gender equality contents in the training policies; train professionals to identify, address and respond to gender-based violence; empowerment programmes which consolidate the self-esteem and autonomy of those populations which are more often subject to violence; be part of a cooperative space gender violence free: La Traviesa.

Measure	Indicator	Expected outcome	Connection with SDGs Agenda 2030
Awareness campaigns, peer-to-peer education all including gender equality contents in the training policies;			
Train professionals to identify, address and respond to gender-based violence.			
Empowerment programmes which consolidate the self-esteem and autonomy of those populations which are more often subject to violence.			
Be part of a cooperative space gender violence free: La Traviesa.			

## 7 cambiaMO integrated in projects and networks with a gender perspective.

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The organization cambiaMO and specially their specialist in gender topics, Floridea Di Ciommo, has assumed the lead in the review and monitoring of gender aspects in different projects of social research and experimentation. Some examples of such commitment and action follow.

Women and Gender in Transportation Research Board Standing Committee (AME20): the purpose of this committee is to identify emerging women's issues in the use of transportation; define research needs related to these issues; and stimulate, gather, and disseminate relevant research findings. First organized at a time when gender-related research interests were not always well-received, the people who proposed and supported the Women's Issues in Transportation group recognized the need to consider gender as an important factor in the way people travel. Floridea Di Ciommo is a Committee Member and Team Lead of the Working Group devoted to Outreach and Engagement.

Transport Research Arena: The Transport Research Arena (TRA) Conference is the largest event entirely dedicated to the European Research and Technology Conference on transport and mobility. Since 2006, TRA has been the major conference on transport in Europe, supported by the European Commission, the Conference of European Road Directors, and the three European Technology Platforms: the European Road Transport Research Advisory Council (ERTRAC), ERRAC and the WATERBORNE TP. In previous years of this conference, Di Ciommo has been involved in the organization or workshops devoted to gender perspective in the domain of transport and mobility.

The Women in Transport - EU Platform for change: it was launched on 27 November 2017, is to strengthen women's employment and equal opportunities for women and men in the transport sector thanks to the actions brought about by the Platform members. Di Ciommo is part of the European platform of the Commission. In the framework of this platform and the ITF-OECD gender initiatives, Di Ciommo together with Suzanne Hoadley, Sustainable Mobility and Intelligent Transportation System Expert, published the article: "Designing Transport Networks with Women's Mobility

Needs in Mind". This was a contribution to the publication Transport Innovation for Sustainable Development A Gender Perspective.

The INDIMO project: The Inclusive Digital Mobility solutions is a H2020 project (2020-2022) aimed at breaking the barriers that people face in accessing digitally interconnected transport systems. In the framework of the project, cambiaMO is responsible for the tasks considering the gender perspective into the analysis and the solutions developed, recognizing that women show more complex travel patterns and identifying gender-related specificities and tools to policy makers, software developers and transport and logistics operators to design digital mobility services with a gender perspective.

The 2019 and 2021 United Nations Climate Change Conference (COP25 and COP26): cambiaMO participates at the United Nations Framework Convention on Climate Change (UNFCCC) process and conferences, either in the official editions and in the social one. At the last COP25 held in Madrid in December 2019 cambiaMO shared their research works on sustainable mobility, health and gender impacts assessment. At COP26 cambiaMO has been appointed to becoming a UNFCCC observer organization for environmental and women gender constituencies.

## 8 cambiaMO genders-oriented publications and white papers

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The organization cambiaMO and specially their specialist in gender topics, Florida Di Ciommo, has published several articles, reports and other documents with a DEI approach. Some examples of such production follow.

Arsenio, E., Martens, K., & Di Ciommo, F. (2016). Sustainable urban mobility plans: Bridging climate change and equity targets? *Research in Transportation Economics*, 55, 30–39. <https://doi.org/10.1016/j.retrec.2016.04.008>

Bajada, T., Mifsud, D., & Di Ciommo, F. (2016). Accessibility as an indicator of transport equity. The case of public transport infrastructure in Malta, and its impact on the elderly. *Xjenza Online - Journal of The Malta Chamber of Scientists*, 1(10), 72–81. <https://doi.org/10.7423/XJENZA.2016.1.10>

Bláfoss Ingvarðson, J., Kaplan, S., de Abreu e Silva, J., Di Ciommo, F., Shiftan, Y., & Nielsen, O. A. (2018). Existence, relatedness and growth needs as mediators between mode choice and travel satisfaction: evidence from Denmark. *Transportation*. <https://doi.org/10.1007/s11116-018-9886-3>

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