

Turkish Accelerator and Radiation Laboratory (TARLA)

Gender Equality Plan

1. Introduction

The Turkish Accelerator and Radiation Laboratory (TARLA) adopts fostering an inclusive, fair, and diverse working environment as a core institutional value. As a research infrastructure operating at the forefront of science and technology, TARLA firmly believes that gender equality is essential for innovation, excellence, and sustainability.

Our institution is committed to ensuring that all employees have equal opportunities and creating a workplace free from discrimination and bias. In line with this commitment, TARLA continues to take concrete steps to strengthen equality and inclusiveness.

Compliance with Horizon Europe Framework

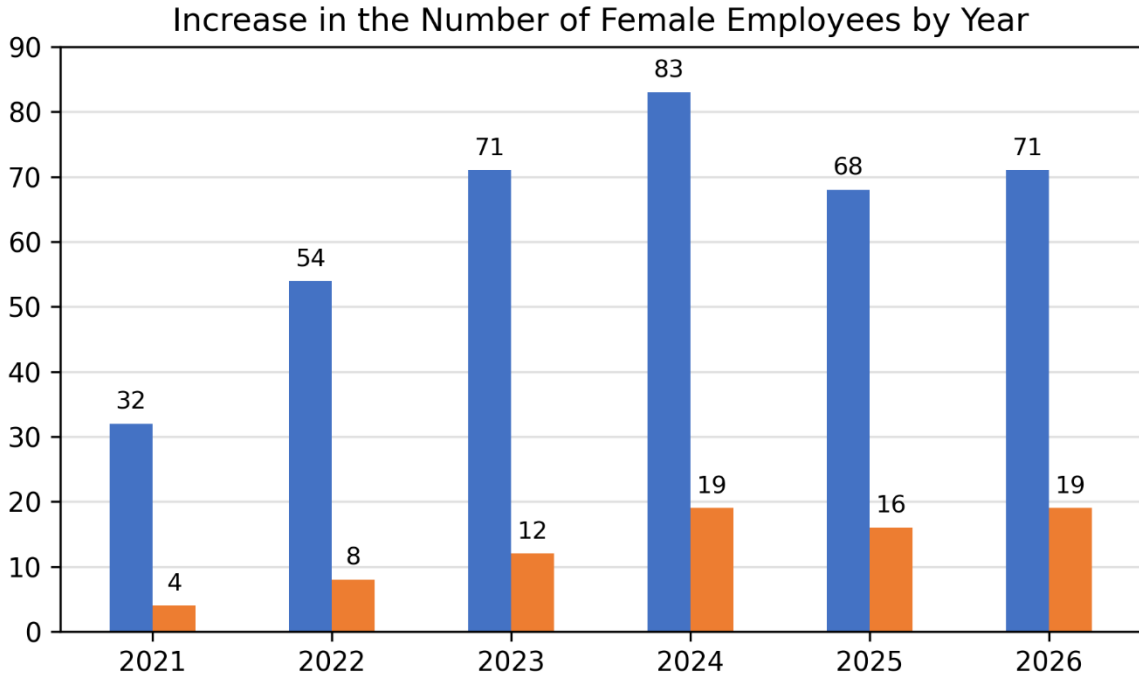
This Gender Equality Plan (GEP) is explicitly aligned with the European Commission's Horizon Europe eligibility criteria. TARLA formally fulfills the mandatory requirements by maintaining this plan as a public document, dedicating formal institutional resources for its implementation, conducting sex-disaggregated data collection, and implementing institutional capacity-building actions.

2. Current Gender Profile

As of 2026, TARLA employs a total of 71 personnel, of which 19 are women, representing 26.8% of the total workforce.

Female Employment Trends

TARLA has successfully maintained its core female workforce while optimizing its overall organizational structure:



The distribution of female staff across different categories is as follows:

- **Technical Staff:** 11 women, accounting for 21% of all technical employees and 15.5% of total personnel
- **Administrative Staff:** 2 women, representing 20% of administrative employees and 2.8% of total personnel
- **Managerial Positions:** 6 women, comprising 66.7% of manager employees and 8.5% of total personnel. Women hold 6 out of 9 managerial positions, including the Director and the Head of the Research Unit

This distribution outlines the presence of women across technical, administrative, and managerial roles. Female staff are represented in both operational and decision-making positions, providing a structured overview of gender distribution within the organization.

3. Core Objectives

TARLA's approach to gender equality is shaped by the following objectives:

- Enhance female representation in scientific and technical roles, while sustaining the existing strong leadership balance

- Ensure equal opportunities in recruitment, career development, and decision-making processes
- Promote inclusive policies that support work-life balance
- Prevent gender-based discrimination, harassment, and bias
- Strengthen institutional awareness and culture of equality

4. Institutional Structure: TARLA Gender Equality Committee (TARLA-GEC)

To ensure the effective implementation, monitoring, and sustainability of this Gender Equality Plan, TARLA formally establishes the TARLA Gender Equality Committee (TARLA-GEC) as a dedicated institutional resource.

Composition of the Committee: The TARLA-GEC consists of a diverse group of stakeholders appointed by the Director, including:

- A senior management representative (serving as the Committee Chair)
- A Human Resources Department representative
- Representatives from specialist researchers and research staff (ensuring gender balance)

Core Mandate and Responsibilities:

- **Implementation & Coordination:** Overseeing the execution of all actions and measures defined in this GEP.
- **Data & Monitoring:** Collecting and analyzing sex-disaggregated data on personnel distribution, recruitment, and career advancement on an annual basis.
- **Capacity Building:** Planning and coordinating annual gender equality and unconscious bias awareness trainings for all staff, with particular focus on recruitment committees and managers.
- **Safe Environment & Recourse:** Functioning as the formal advisory body for reporting mechanisms, ensuring a zero-tolerance policy against gender-based violence and harassment.
- **Reporting:** Issuing an annual progress report to be submitted to the Board of Directors.

TARLA GEC Members:

- TARLA Director
- TARLA Head of the Research Unit
- TARLA Senior Researcher
- TARLA Senior Researcher
- TARLA Senior Researcher
- TARLA Projects Department Manager
- TARLA Human Resources Manager

5. Areas of Implementation and Measures

5.1 Recruitment and Career Development

- Use inclusive and gender-neutral language in job advertisements
- Encourage applications from qualified female candidates
- Promote balanced representation in recruitment processes
- Monitor and evaluate processes based on data

5.2 Work-Life Balance and Organizational Culture

- Support flexible working arrangements where applicable
- Encourage family-friendly practices
- Strengthen a respectful and inclusive workplace culture

5.3 Leadership and Decision-Making

- Sustain and leverage the existing gender balance in leadership and managerial roles.
- Provide mentoring and career development opportunities
- Promote balanced representation in decision-making mechanisms

5.4 Training and Awareness

- Organize trainings on gender equality and unconscious bias
- Conduct internal awareness-raising activities
- Integrate equality perspectives into daily practices

5.5 Prevention of Discrimination and Harassment

- Establish clear and accessible reporting mechanisms
- Ensure confidentiality and protection
- Adopt a zero-tolerance policy toward discrimination and harassment

6. Monitoring and Continuity

TARLA continuously monitors progress in gender equality and adopts a continuous improvement approach:

- Regular analysis of gender-disaggregated data
- Internal evaluations and reviews
- Consideration of employee feedback
- Ongoing monitoring at the management level

7. Future Targets, KPIs and Action Plan

7.1 Quantitative Targets

TARLA sets measurable targets to improve gender balance:

Increase the proportion of women in total staff from approximately 26.8% (2026) to:

- **27% by 2027**
- **28% by 2028**
- **28% by 2029**
- **29% by 2030**

The qualitative priorities defined above are strategically designed to support the achievement of the overall quantitative targets within a consolidated growth framework. Recognizing that institutional recruitment will remain highly selective and limited in volume over the coming years, TARLA will shift its primary focus toward talent retention and targeted hiring. In upcoming restricted recruitment cycles, strict diligence will be exercised to prioritize qualified female candidates. Concurrently, dedicated institutional efforts will be directed toward maintaining and supporting our existing female workforce to prevent turnover and ensure long-term career sustainability by 2030.

Strategic Priority Areas

1. Sustaining and Consolidating Women's Leadership

TARLA identifies maintaining its currently strong female representation in leadership and decision-making roles as a primary strategic priority.

Instead of aggressive expansion in management, the institution will focus on consolidating this success. The institution will:

- Support structured promotion pathways to ensure the continuity of female leadership.
- Utilize the expertise of current senior female managers to establish internal mentoring frameworks.
- Integrate gender balance considerations into succession planning mechanisms to secure long-term leadership stability through 2030.

2. Enhancing Female Participation in Scientific and Technical Roles

Recognizing structural challenges in STEM fields, TARLA adopts a long-term approach to strengthening the pipeline of female talent in scientific and technical positions.

The institution will:

- Conduct targeted outreach to universities and early-career researchers
- Encourage female applicants in technical recruitment processes
- Support career development, retention, and progression of women in research roles

Progress in this area is designed to build cumulatively over time and contribute significantly to overall gender balance by 2030. TARLA acknowledges that progress may be constrained by the limited availability of female candidates in certain technical fields and will therefore prioritize sustained pipeline development.

3. Maintaining and Optimizing Balance in Administrative Roles

TARLA recognizes that female representation is relatively stronger in administrative roles and aims to maintain this balance while improving quality and equity.

The institution will:

- Ensure equal access to career development opportunities
- Monitor internal distribution to prevent role-based segregation
- Support horizontal and vertical mobility where appropriate

This area is expected to demonstrate stability, with gradual qualitative improvements over time.

Overall Growth Model

TARLA adopts a phased growth approach:

- Short-term (2027): Focus on awareness, outreach, and inclusive recruitment practices
- Mid-term (2028–2029): Measurable improvements in leadership representation and technical participation
- Long-term (2030): Consolidation of progress and institutionalization of gender equality practices

This model ensures a realistic, flexible, and sustainable progression aligned with institutional dynamics.

7.2 Key Performance Indicators (KPIs)

Progress will be monitored through a combination of quantitative and qualitative indicators:

- Percentage of female employees (overall and by role)
- Number and proportion of female applicants
- Hiring rate of female candidates
- Promotion rate of female employees
- Representation of women in mid-level and senior leadership roles
- Participation rate in training and mentoring programmes (by gender)
- Retention rate of female employees
- Gender balance in internship programmes

These indicators will be reviewed annually to assess progress and inform adjustments.

7.3 Action Plan and Timeline

Action	Timeline	Responsible Unit
Targeted outreach to universities and female students	2027	HR Department & Scientific Units

Implementation of gender-balanced recruitment practices	2027	HR Department
Leadership development and mentoring programmes for women	2027	HR Department & Management
Gender-balanced internship selection	2027	HR & Administrative Units
Structured support for early-career female researchers	2028	HR & Senior Researchers
Monitoring of promotion and career progression processes	2028	HR Department
Evaluate and secure gender balance in mid-level leadership development.	2029	Management & HR Department
Institutional policy strengthening based on monitoring	2030	Management & TARLA-GEC
Gender equality & bias awareness trainings	Annual	TARLA-GEC & HR Department
Monitoring and reporting gender indicators	Annual	Management & TARLA-GEC

This integrated approach ensures that quantitative targets, strategic priorities, and institutional actions are fully aligned and mutually reinforcing.

7.4 Internship Policy

TARLA pays particular attention to gender balance in student internship programs and aims to ensure equal participation of female and male students.

8. Conclusion

For TARLA, gender equality is not only a requirement but an integral part of institutional culture. The institution remains committed to creating an inclusive environment where all individuals can fully realize their potential.

In this context, TARLA will continue to integrate the principles of equality, diversity, and inclusiveness into all its activities.

9. Institutional Approval and Endorsement

This Gender Equality Plan has been formally reviewed, approved, and endorsed by the executive management of the Turkish Accelerator and Radiation Laboratory (TARLA). It is officially enforced and published as a public institutional document on the TARLA website.

