



The information session will be recorded.

The discussion takes place at the end of the presentations and will not be recorded.

Please feel free to actively use the chat function, everyone can share questions and answers.

Our website is www.wbc-rri.net, we are on twitter (https://twitter.com/wbc_rri), facebook (<https://www.facebook.com/wbcrrri.net>) and LinkedIn (<https://www.linkedin.com/company/75880411>).

Like and share the information provided if you find it useful.



02.07.2021

Gender Equality Plan Development: Fulfilling the Horizon Europe requirements and beyond!

Welcome!



wbc-rii.net

Responsible Research and Innovation

Industry 4.0

Machine Learning

Artificial Intelligence



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Welcome

**WBC-RRi.NET**
Regional Research and Innovation Network

Event: Gender Equality Plan Development: Fulfilling the Horizon Europe requirements and beyond!


Date of event: 02.07.2021, Draft agenda version: 28.06.2021

Gender Equality Plan Development: Fulfilling the Horizon Europe requirements and beyond!
02.07.2021
Online (see below how to connect)

Part 1 (public and streamed/recorded)	
10:00 – 10:05	Opening and welcome WBC-RRi.NET coordinator, Goran Stojanović, University of Novi Sad
10:05 – 10:25	1. Setting the scene 1.1. Gender dimension in R&I landscape 1.1.1 Strategic approaches and challenges, Maria Sanguiniano, Smart Venice 1.1.2 Statistics available (She Figures, UN), Eugenia Vitarchoa, European Science Foundation 1.2. The situation in the WB 1.2.1 The case of North Macedonia, Arasta Shabani, Ministry of Education and Science of the Republic of North Macedonia 1.2.2 Women in STEM, perspective from the RCC, Sima Maric, Regional Cooperation Council
10:25 – 10:30	2. Overview Gender Equality in Horizon Europe, Athanasia Mourou, EC • Gender equality plans are an eligibility criterion • Gender balance in research teams is a ranking criterion • Integration of gender dimension to R&D (intersectionality) is an award criterion (requirement across the programme)

This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 101006279




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10:30 – 10:40	3. Gender Equality Plans, George Eleftherakis, SEERC, Daria Glavan Souza, UNICE, Andra Papuc, UNBEL 3.1. What is it? Includes objectives, measures/activities, indicators, target groups, timeline, division of responsibilities, budget, thematic areas of work, process requirements (building blocks) 3.2. How is it done? Using available tools and examples, gathering data (quantitative and qualitative) and assessing what is behind the numbers? (e.g., career stage/academic level, time to progress, obstacles) 3.3. Who does it? Team and support from the management 3.4. Examples of GEPs TERRITORIA SPEAR 3.5. Information about the call 2022-ERLA-01-01 Support to the implementation of inclusive gender equality plans
10:40 – 10:45	4. Integration of gender dimension in R&D, Dalibor Držajac, Hitech RTD Examples from GENERACTION project and policy instruments
Part 2 (informal, not streamed/not recorded)	
10:45 – 11:30	Information about WBC-RRi.NET working group Ethics and Gender to be established Exchange of experiences

How to connect:
University of Banja Luka CI is inviting you to a scheduled Zoom meeting.
Jul 2, 2021 10:00 AM Budapest
Join Zoom Meeting:
<https://zoom.us/j/63459505815?pwd=SnBONTFVl1N0c2h0ShYQmhzQ0h0Zz09>
Meeting ID: 634 5955 8515
Passcode: 474053
Find your local number to dial in: <https://zoom.us/j/63459505815?pwd=SnBONTFVl1N0c2h0ShYQmhzQ0h0Zz09>

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- University of Novi Sad, coordinator of WBC-RRi.NET
- Currently developing GEP
- Event outline in 2 parts
 - recorded information session
 - not recorded discussion



Setting the scene

Gender dimension in the R&I landscape



Strategic approaches and challenges

Maria Sangiuliano

Smart Venice

GE Academy Partner



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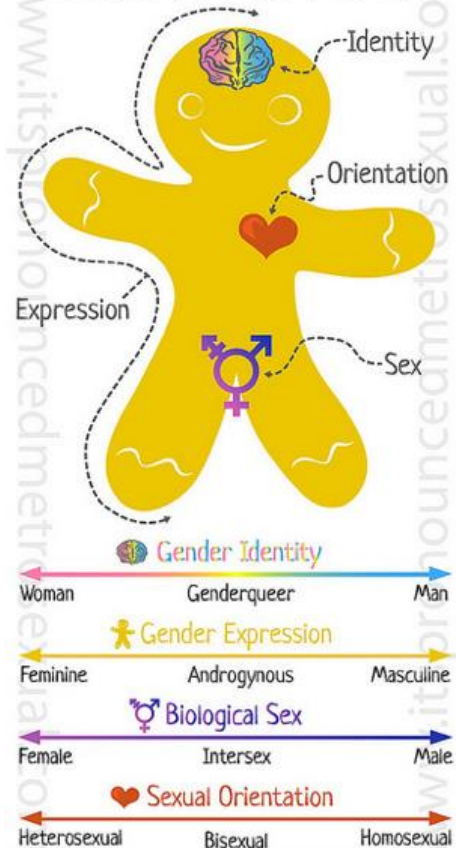


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SEX refers to the biologically determined characteristics of men and women. As such, sex is globally understood as the classification of living things as male or female. Although it is rather fixed, sex cannot be fully encapsulated in this binarity.

GENDER refers to the **social construction** of women and men, of femininity and masculinity, which varies in time and place, and between cultures.

Genderbread Person



INTERSECTIONALITY:

Every person is a mosaic of identities: woman/man, old/young, rich/poor, married/single, etc. Women/men are not omogeneous groups and Inequalities are strucurally intersected in reality.



About gender biases in knowledge production



This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 824585.

Gender-blind and gender biased research



Gender blindness - failing to take into account potential sex differences as well as the gendered roles and conducts of women and men in society - ultimately leads to reproducing stereotypes, biases and inequalities.

It also results in *biased research*



This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 824585.

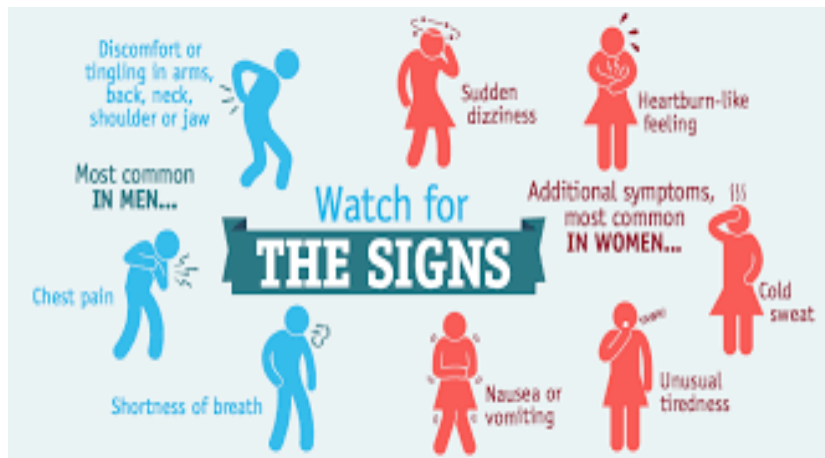
The Gendered Innovations reports

The Gendered Innovations Projects by the EC expert groups and Stanford University, has provided many case studies across a variety of STEM Disciplines

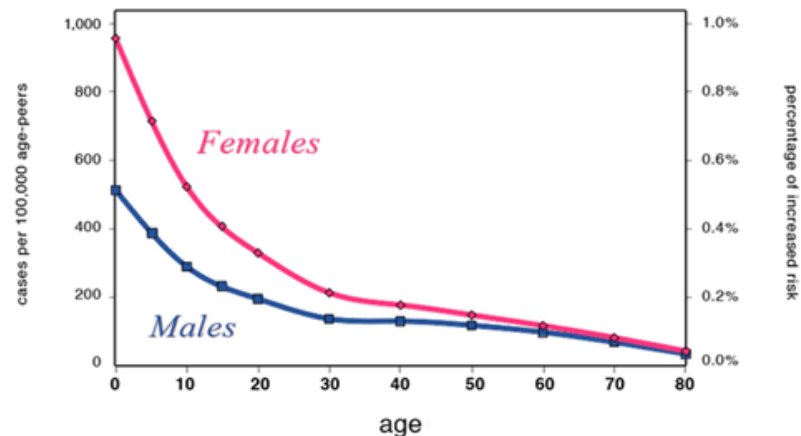
[Read the latest policy review](#)



Different symptoms for heart failure



Increased Cancer Risk by Age at Exposure to 20 mSv Radiation



U.S. National Academy of Sciences BEIR VII Phase 2 Risk Model

Algorithms: at each step a risk of bias

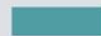


Technical biases



Omitted variable

Data that cannot be measured or that are missing will not be treated.



Database

The algorithm learns from poor-quality data.



Selection

The data selected for the database do not represent reality.

Societal biases



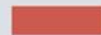
Economic

Consumption habits or economic objectives influence the algorithm.



Cognitive

The way we see the world influences our decisions and the way we process information.



Emotional

Emotions influence our judgments and our decisions.

Algorithms: Please Mind the Bias!
www.institutmontaigne.org

INSTITUT
MONTAIGNE



This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 824585.



Gender Equality
GE ACADEMY

From fixing women to fixing institutions: European promoting gender equality in research. A dual approach

WHO

Equal
opportunities for
men and women
in research



Encourage equal participation of men and women in research teams at all levels



Create working conditions and culture that allow men and women to have equally fulfilling careers

WHAT
&
HOW

Gender in
research content



Address both women's and men's realities



Consider gender-specific research to fill knowledge gaps



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Gender Equality
GE ACADEMY

Most recent trends in gendering the ERA

- ❑ Greater **focus on STEMs and ICTs**
- ❑ **Focus on lower research intensive – “widening” - countries**
- ❑ As from 2021, adopting and implementing a Gender Equality Plan (GEP) to become an **eligibility criteria** for Horizon Europe
- ❑ European Commission to support research on **intersecting inequalities**
- ❑ **Intersectorial approach** enhancing collaboration with private sector and innovation ecosystems



Thank you for your attention!

Thank you, Maria!

Consult and enroll in our ongoing training offer at ge-academy.eu
Watch the full set of our [recorded sessions](#)

E-mail contacts

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Personal: maria.sangiuliano@smartvenice.org



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Setting the scene

Gender dimension in the R&I landscape

gender [in]equality in
numbers

Eugenia Vilarchao

European Science Foundation

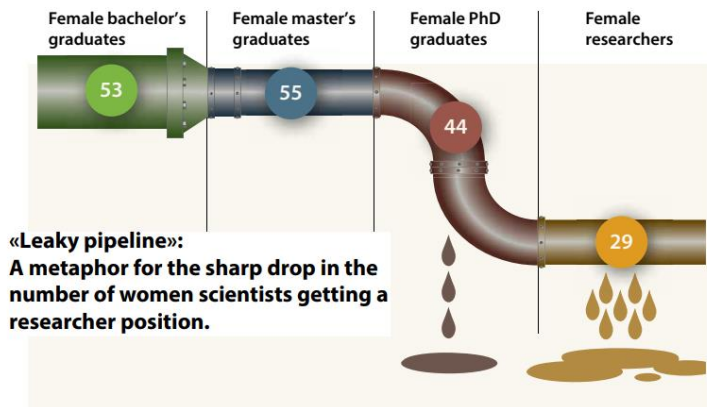
evilarchao@esf.org



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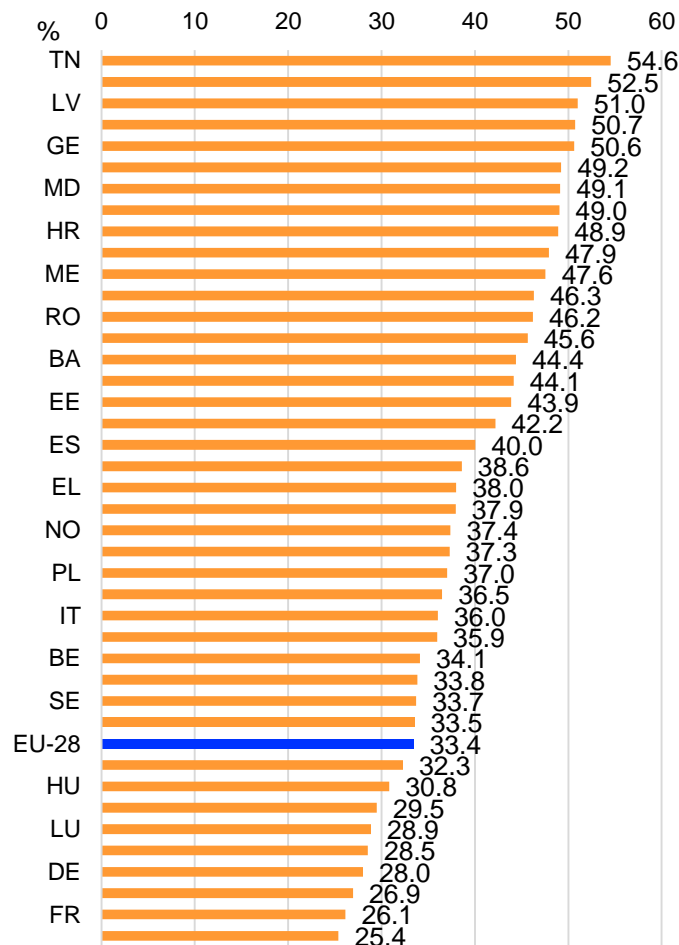


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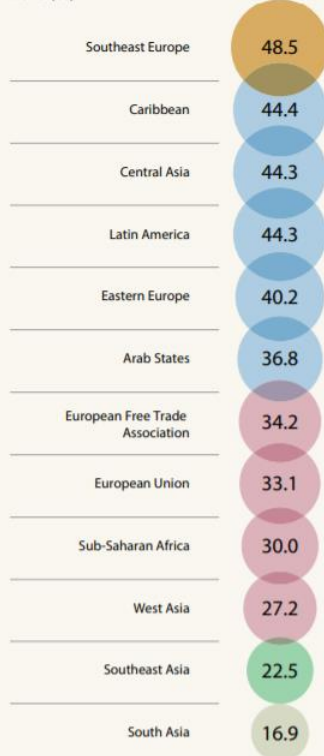


Global proportion of women in science as graduates and researchers (% , Source UIS, UNESCO, 2018)

Proportion of women researchers, 2015
(She Figures 2018)

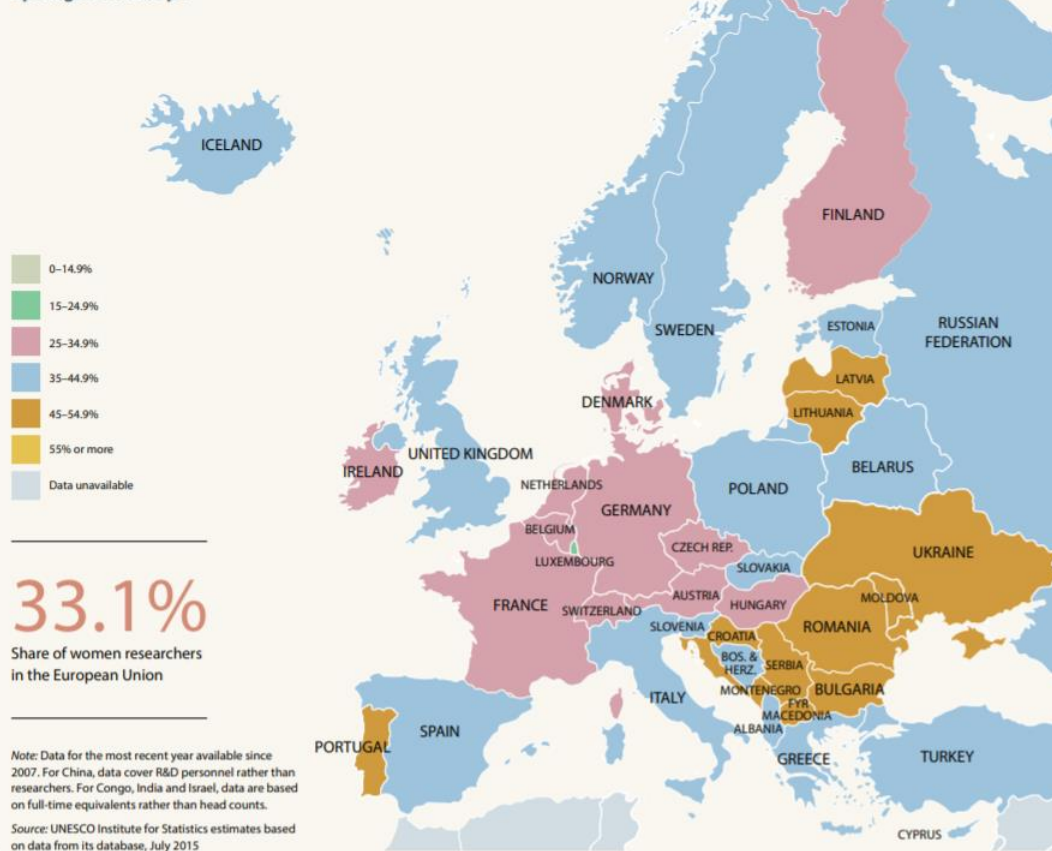


Regional shares of female researchers, 2013 (%)



Note: Data are unavailable for North America. The regional averages are based on available data and are derived by using the nearest year's data, whenever data are missing for 2013.

Spotlight on Europe



Thank you for your attention!

Thank you, Eugenia!



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Setting the scene

The situation in the Western Balkans

The case of North Macedonia

Arafat Shabani

Ministry of Education and Science of the
Republic of North Macedonia



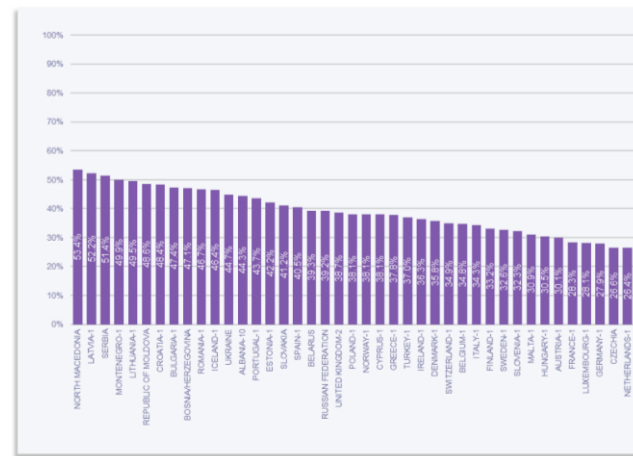
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Heading





Source: UNESCO Institute for Statistics, June 2020.

Setting the scene

The situation in the Western Balkans

Regional Network of Women in STEM

Siniša Marčić, PhD

Regional Cooperation Council



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STEM fields tend
to perpetuate
inflexible,
exclusionary,
***male-dominated
cultures*** that are
not supportive of
or attractive to
women.





Girls and women are the
greatest untapped population
to become the next generations
of STEM professionals.

$$(e^u) = 0$$


$$= -\frac{1}{e} \frac{\partial p}{\partial x}$$

$$\frac{\partial}{\partial x} \left(\frac{1}{e} \right)$$

Employment
rates of ***well-
educated
women*** are
higher than the
ones of men.



On average, there
are more young
women **STEM**
students &
graduates in the WB
than in many EU
countries.

A woman with brown hair tied back, wearing a dark blue lab coat, safety goggles, and blue nitrile gloves, is focused on operating a large, complex industrial machine. The machine has a white upper section and a grey lower section with a large cylindrical component. In the background, there are computer monitors displaying data, and the overall environment is a dimly lit laboratory or industrial workspace.

Focus on
increasing the
share of girls &
women in STEM,
particularly in
computer
sciences and
engineering.

Plan 2021-2022:

Promote female
role models

Introduce
mentoring
program

Institutional
framework



Thank you for your attention!

Thank you, Siniša !



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Setting the scene

Horizon Europe

Overview Gender Equality in Horizon Europe

Athanasia Mougou

Policy Officer – Gender Equality

D4 – Democracy & European Values

DG Research & Innovation

European Commission



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HORIZON EUROPE

Policy context



von der Leyen priority: Fostering a “Union of Equality”

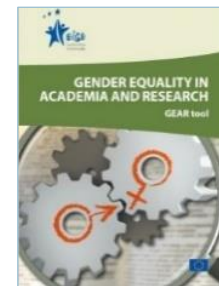
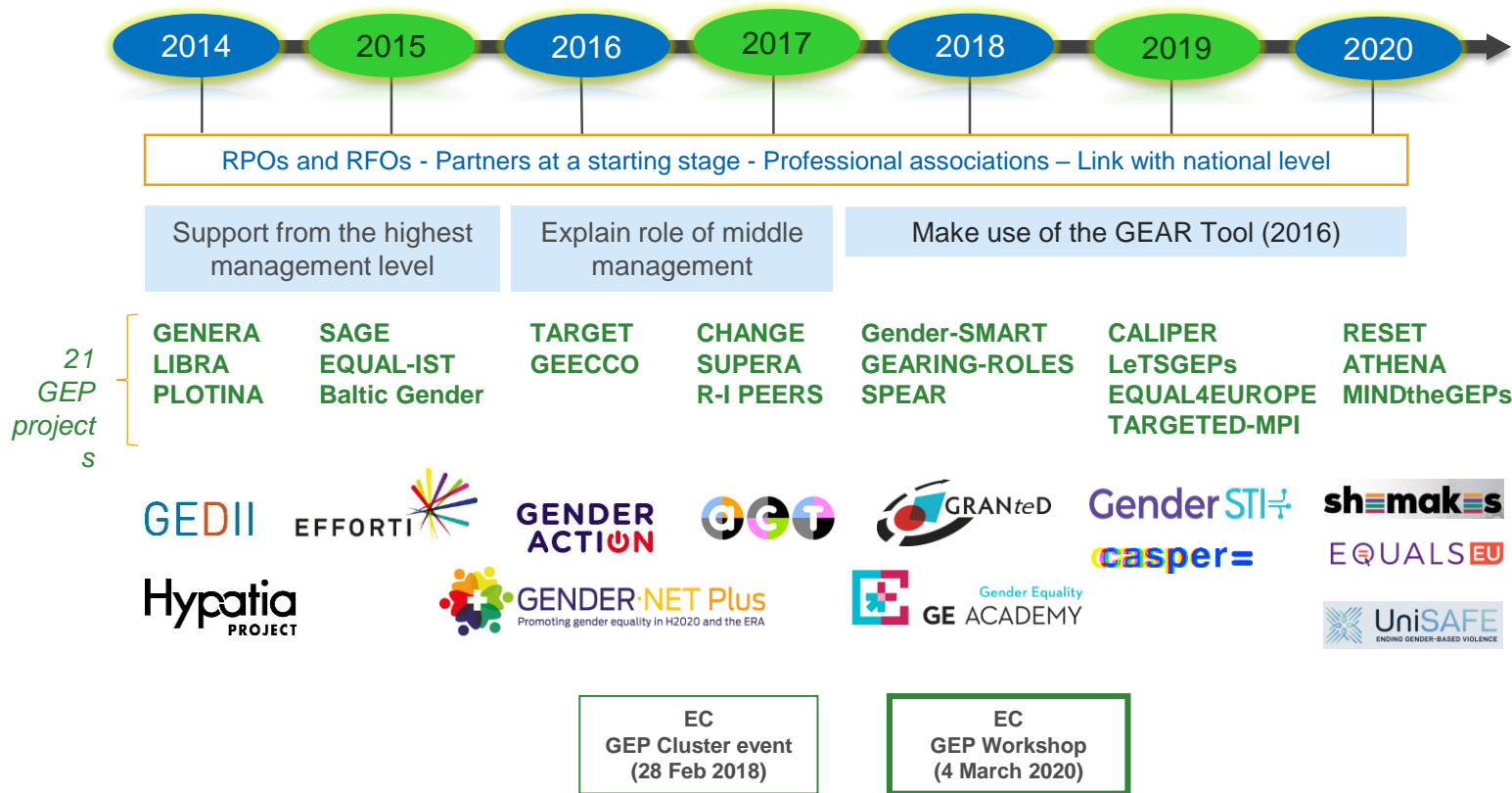
- **Gender-balanced College** of Commissioners
- Target of **50% women managers** at all levels by 2024
- **Commissioner for Equality** (Helena Dalli) + **Task Force for Equality: equality mainstream**
- **Communication on ‘A Union of Equality: Gender Equality Strategy 2020-2025’** (05/03/2020)
 - R&I and Horizon Europe are explicitly addressed, with new measures announced, including:
 - The possibility to **require a gender equality plan** from applicants
 - Initiatives to **increase the number of women-led technology start-ups (EIC)**
 - **Funding for gender and intersectional research** will also be made available
- 5 more strategies adopted:
 - [EU Anti-racism Action Plan 2020-2025](#) (18/09/2020)
 - [EU Roma strategic framework for equality, inclusion and participation](#) (07/10/2020)
 - [LGBTIQ Equality Strategy 2020-2025](#) (12/11/2020)
 - [Gender Action Plan III – a priority of EU external action](#) (25/11/2020)
 - [Strategy for the Rights of Persons with Disabilities 2021-2030](#) (03/03/2021)
- **Upcoming:** Legislative initiative on **gender based violence**

Policy and funding context

- **Gender equality through institutional change: a priority of the European Research Area, and the Framework Programmes**

Support to the implementation of Gender Equality Plans (GEPs) in research organisations, higher education establishments and public bodies for over a decade: through FP7 and Horizon 2020, over 200 organisations supported through 30 GEP-implementing projects, plus additional initiatives including guidance, trainings and communities of practice on GEPs

Building on Horizon 2020-SwafS Gender Projects



The [GEAR tool](#) with step-by-step guidance on setting up and implementing GEPs is currently **being updated**

Participation in Horizon 2020 - SwafS (GEPs)

Project	Participant	Country
SAGE	INTERNACIONALNI UNIVERZITET U SARAJEVU	BA
TARGET	UNIVERZITET U BEOGRADU	RS
LeTSGEPs	UNIVERSITETI I TIRANES	AL
	MATEMATICKI INSTITUT SANU, BEOGRAD	RS
MINDtheGEPs	ELEKTROTEHNICKI FAKULTET UNIVERZITET U BEOGRADU	RS

HORIZON EUROPE

Gender Equality



Gender equality: a strengthened crosscutting priority in Horizon Europe

- **Article 7(6)** and **Recital 53** of [Framework Regulation](#)
- **Articles 2(2)(e)** and **6(3)(e)** of the [Specific Programme](#)



Gender Equality Plan: **Eligibility Criterion**



Integration of the gender dimension: **Award Criteria**



Gender balance: **Ranking Criteria**

HORIZON EUROPE ELIGIBILITY CRITERION

Gender Equality Plans





Eligibility Criterion

Gender Equality Plan (applicable from 2022 onwards)

Participants that are **public bodies, research organisations or higher education institutions*** established in a Member State or Associated Country **must have a gender equality plan** in place, fulfilling **mandatory process-related requirements**

- A self-declaration will be requested at proposal stage (for all categories of participants)
- Included in the entity validation process (based on self-declaration)

* Private-for-profit entities (incl. SMEs), NGOs, CSOs, as well any type of organisations from non-associated third countries, are exempted for the criterion
See legal categories definitions in the Funding & Tenders Portal [here](#)

Mandatory GEP process requirements



Public document

- Formal document
- Signed by top management
- Published on the institution's website
- Disseminated through institution



Dedicated resources

- Funding for gender equality positions or teams
- Reserved time for others to work on gender equality



Data collection and monitoring

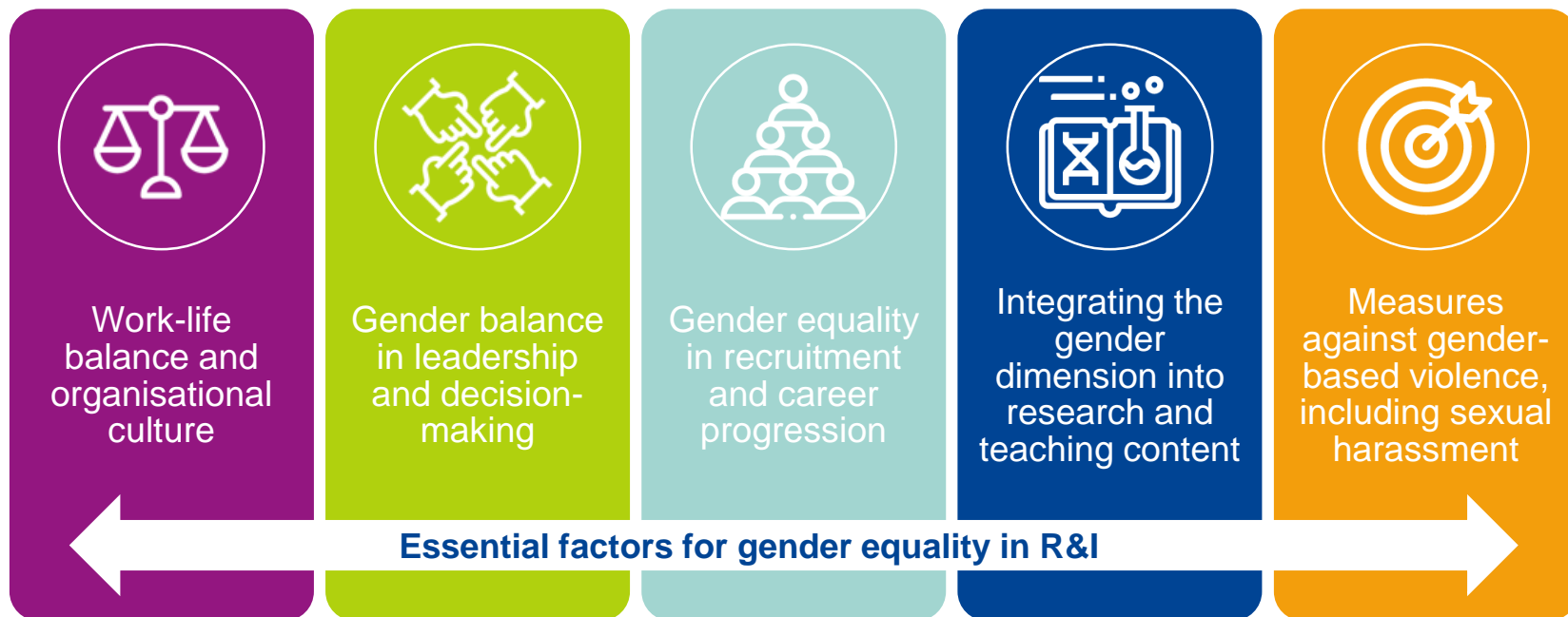
- Data on sex or gender of staff across roles and leadership
- Annual reports and evaluation of progress and outcomes



Training and capacity building

- Whole organisation engagement
- Tackle gender biases of people and decisions
- Joint action on specific topics

Recommended GEP content areas



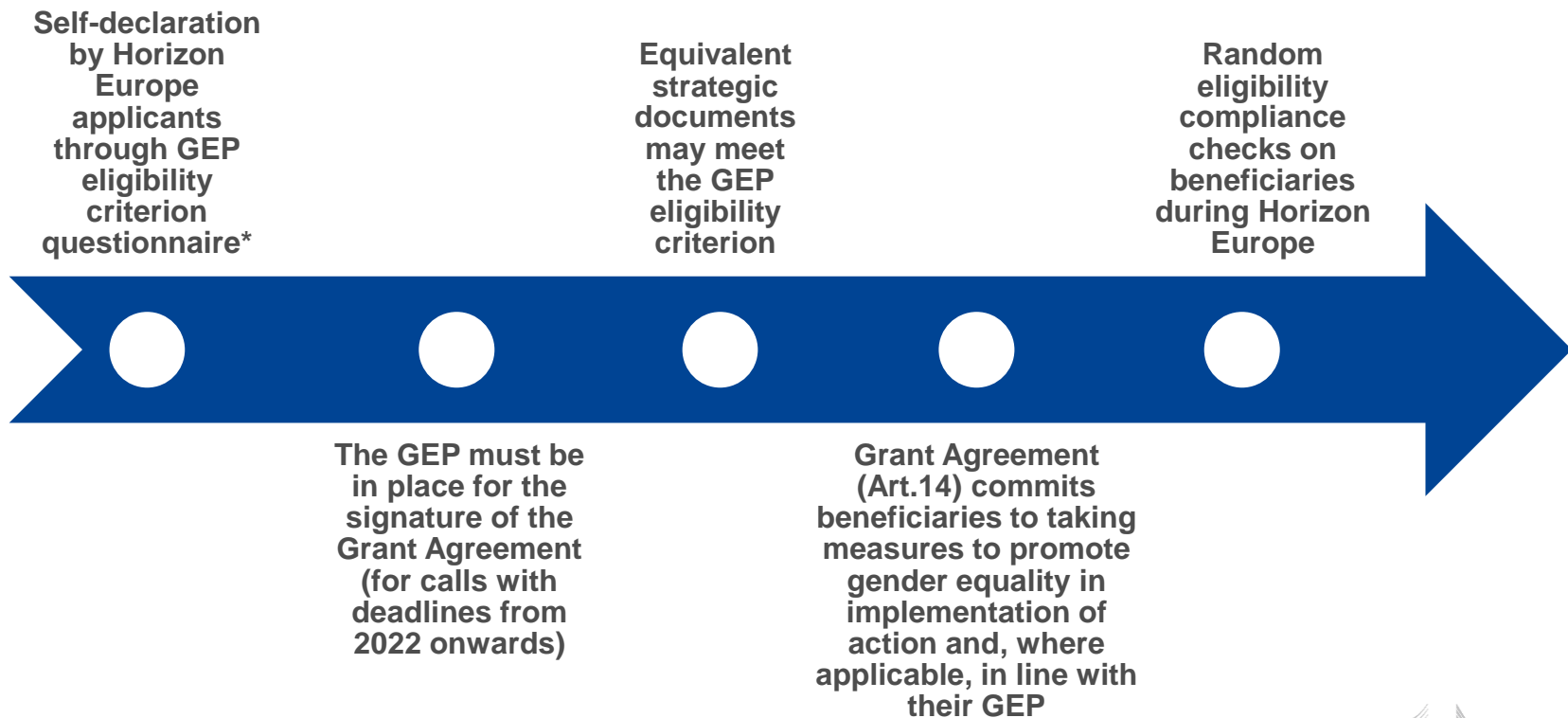
Co-design session:

Get ready: a new ERA for Equality is calling (22/09/2020)

Video Recording on [YouTube](#)



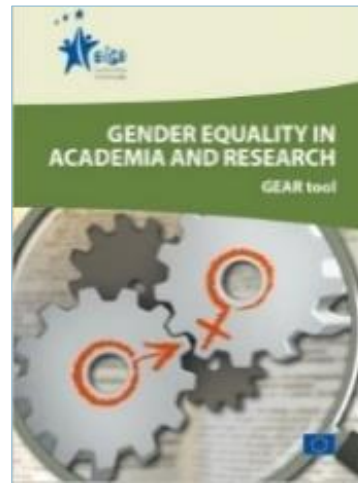
The eligibility criterion steps



Supporting GEP practice

Extensive knowledge and support on GEPs already available

- [The GEAR tool](#) ('Gender Equality in Academia and Research'): a step-by-step online guidance co-developed by DG RTD and EIGE for implementing GEPs, including e.g.:
 - Action toolbox: key themes to consider in a GEP
 - Concrete examples of good practices, building on GEP projects funded under FP7 and Horizon 2020
 - Who is involved in GEPs
 - Legislative and policy backgrounds in each Member State



Additional guidance and support on GEPs upcoming, including through a Pilot knowledge and support facility on institutional change through GEPs

→ trainings, mutual learning workshops, national GEP contact points

HORIZON EUROPE AWARD CRITERIA

Integration of the gender dimension in R&I content





Integration of the gender dimension in R&I content

Gender dimension

Addressing the gender dimension in research and innovation entails taking into account sex and gender in the whole research & innovation process.

Under Horizon Europe the **integration of the gender dimension into R&I content is mandatory** unless the topic description explicitly includes a sentence such as the following:

“In this topic the integration of the gender dimension (sex and gender analysis) in research and innovation content is not a mandatory requirement.”

Why is the gender dimension important?

- Every cell is sexed and every person is gendered
- Brings added value of research in terms of excellence, rigor, reproducibility, creativity and business opportunities
- Brings an in-depth understanding of **all people's needs, behaviours and attitudes**
- Goods and services better suited to the needs of all citizens
- Enhanced societal relevance of research and innovation

HORIZON EUROPE PROPOSAL RANKING CRITERIA

Gender balance in research teams





Ranking Criteria for ex aequo proposals

- **Method to establish the priority order**

For each group of proposals with the same score, starting with the group achieving the highest score and continuing in descending order:

1. Aspects of the call that have not otherwise been covered by more highly ranked proposals
 2. Scores on 'Excellence' then on 'Impact' (for IAs, scores on 'Impact' then 'Excellence')
 3. **Gender balance among personnel named in the proposal who will be primarily responsible for carrying out the research and/or innovation activities, and who are included in the researchers table in the proposal**
 4. Geographical diversity
 5. Other factors set by the panel
- **Three gender identity categories for applicants' self-identification: woman, man, non-binary**

Thank you for your attention!

Thank you, Athanasia !



Thank you!

For questions specific to the GEP eligibility criterion, please contact:

RTD-HORIZON-EU-GENDER-EQUALITY-PLAN@ec.europa.eu

For other questions and further information on gender equality provisions, please contact:

RTD-GENDERINRESEARCH@ec.europa.eu

#HorizonEU

<http://ec.europa.eu/horizon-europe>



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Horizon Europe

Gender Equality Plans

Developing an Institutional Gender Equality Plan (GEP) at the University of Rijeka

Daria Glavan Šćulac

University of Rijeka, Rector's Office, Legal

Affairs & Academic Integrity

daria@uniri.hr



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GEP development at the UNIRI – analyses



Legal framework


- UN SDG 5 and links to other SDGs; ILO Conventions, Recommendations; Council of Europe; European Uniron; Croatian framework (The Constitution; Laws; GE Ombudsperson reports and documents; Policy documents)

Institutional policies and strategies

- The Code of Ethics; Disciplinary responsibility rulebooks for staff / students; EU Charter for Researchers and The Code of Conduct for the Recruitment of Researchers (HRS4R - Policy for the Open, Transparent and Merit-based Recruitment of Researchers (OTM-R); "HR Excellence in Research" award);
- New UNIRI Strategy 2021-2025; YUFE Diversity & Inclusivity Strategy (and Action Plan compliant with GEP); YERUN Strategic Plan 2021 – 2025

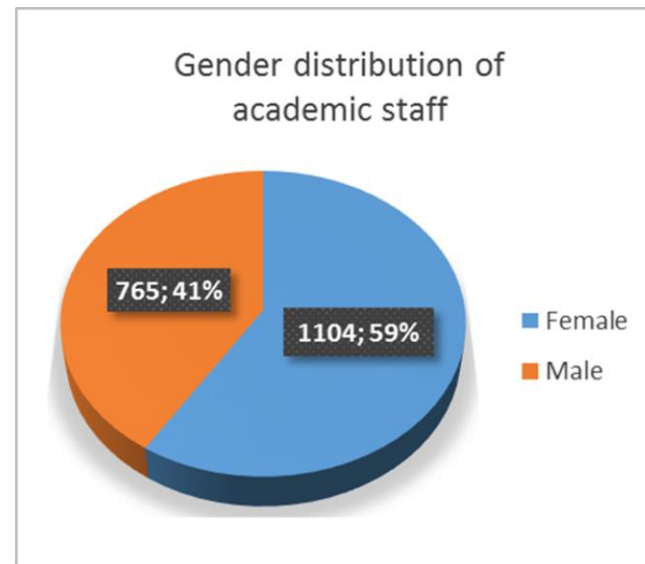
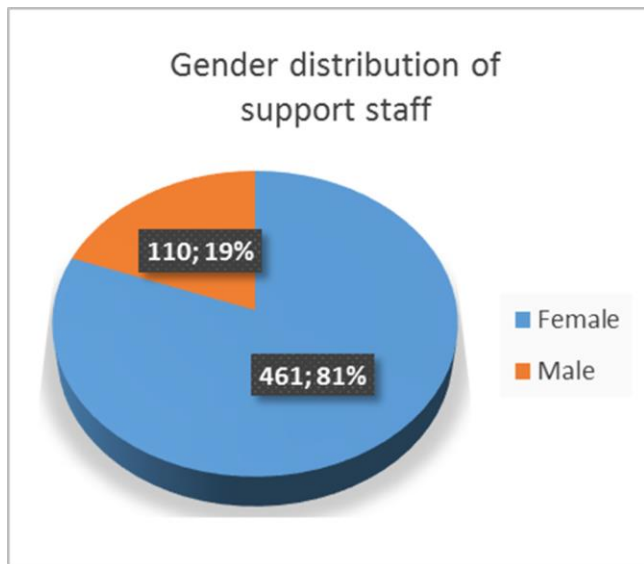
GEP development at the UNIRI – support structure

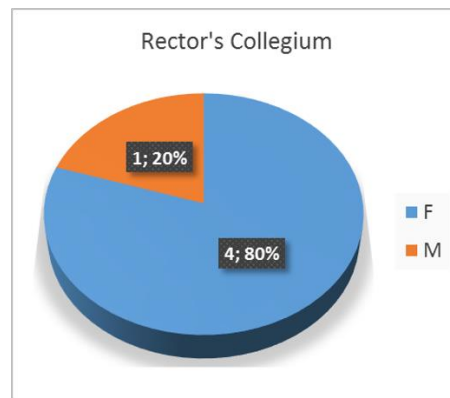
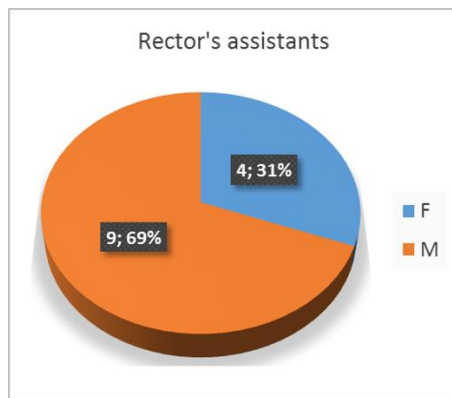
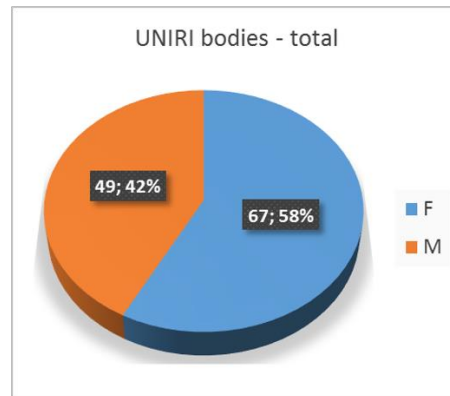
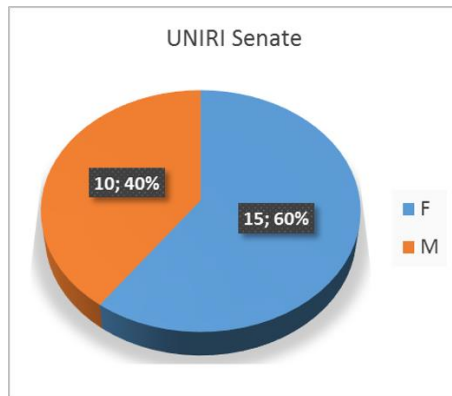


- Council of Honor, ethical committees ; Rector's Advisor for Ethics and Academic Integrity ; Student Ombudsperson, Student Union; Center for Women's Studies; Institutional research office ; University counseling center
- **UNIRI SPEAR** The logo for UNIRI SPEAR, featuring a stylized blue and green icon to the left of the word "SPEAR" in a light blue, sans-serif font.
- **UNIRI Working group for developing the protocol for sexual harassment cases**
- **YUFE UNIRI Diversity & Inclusivity Team**
- **UNIRI Gender Equality Committee**
- **Laboratory for Gender Equality**

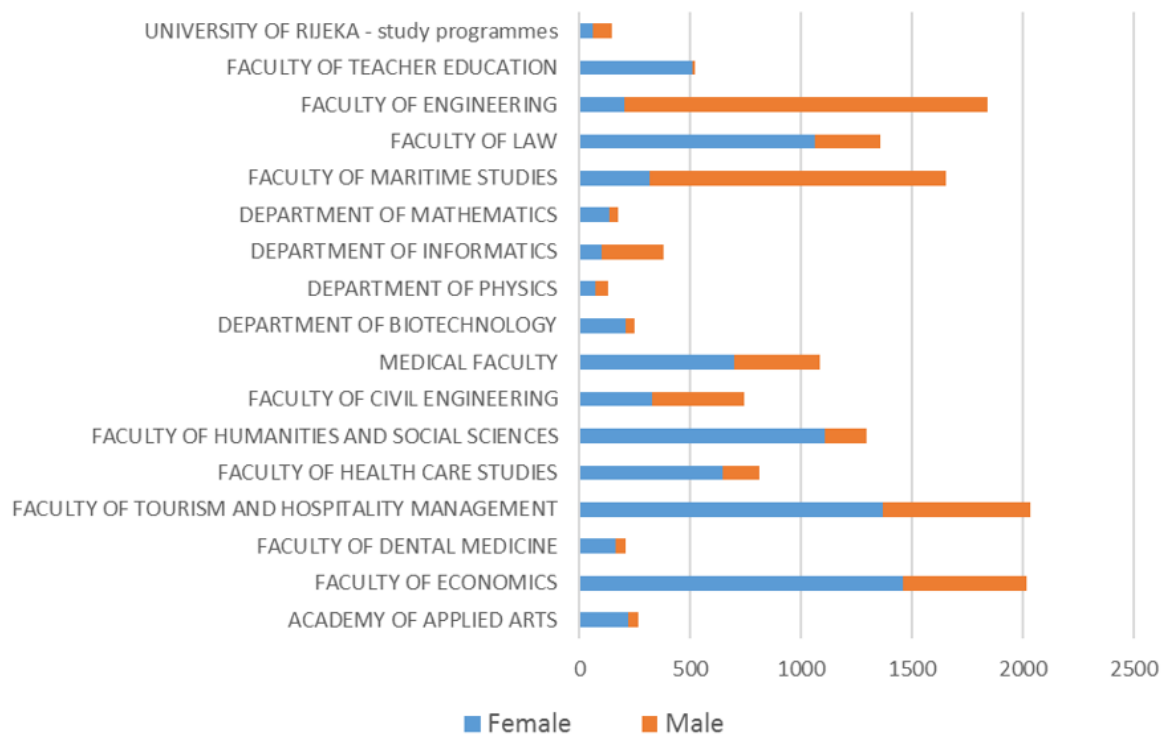
GEP development at the UNIRI – figures

- high representation (and a trend of increase) of women in teaching / research / support staff; decision makers and student body

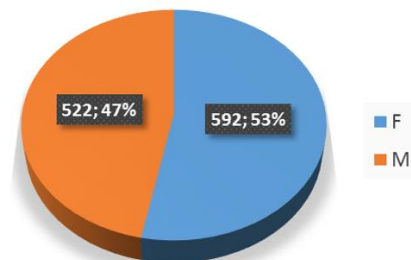




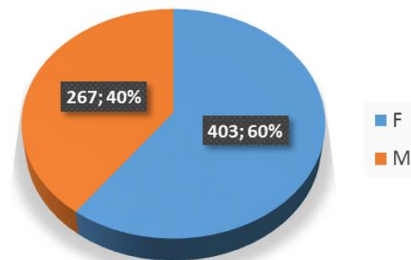
Gender distribution of undergraduate and graduate students at constituents

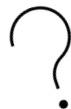


Gender distribution of doctoral students



Gender distribution of postgraduate specialist students





Is this a positive picture of gender equality?

What is the cost of the female career?

What are the active gender tensions at UNIRI?

Is there a resistance towards gender policies?

...



GEP development at the UNIRI – custom-made research



Detecting **soft indicators** (opinions, attitudes, feelings, invisible hardship)

- 4 individual interviews with **top-level decision makers**
- 1 focus group with **teaching and research staff**
- 1 focus group with **administrative staff**

Operationalization of soft indicators: translating it into quantitatively measurable indicators quantitative research - **Questionary on GE** (300+ respondents: teaching/non-teaching staff, male/female ratio)

- Position and institutional roles; working hours and productivity; level of engagement in additional education; attitudes towards institution
- Quality of life (optimism; satisfaction/happiness; health; reproductive work (care for children/elderly, housework; work/life balance

Key findings:

- **Decision makers** at UNIRI are the **healthiest, happiest, and the most satisfied** cohort of employees at UNIRI, even though they invest the most time and energy in their work and the institution itself
- **Satisfaction**, both personal and professional, declines with the **decline in position and recognition** of one's work. This issue is gendered by the very fact that women are much more present in the positions of low visibility and recognition

GEP development at the UNIRI – launching



- **stakeholders engagement** during SPEAR project activities (2019 -)
- **Rector's presentation** to UNIRI Senate members (April 2021)
- **UNIRI Public Debate** (April – May 2021) included external stakeholders
- Individual presentations at certain constituents, working groups
- **UNIRI GEP adopted unanimously by the UNIRI Senate** (May 2021)
- **first GEP adopted at a Croatian HEI :)**

„No other university in Croatia has addressed gender equality issue in such a detail and the University of Rijeka is the first university in Croatia to adopt a plan of this type. In this sense UNIRI is an example of good practice and can be a model for other universities.”

Croatian Ombudsperson Višnja Ljubičić on the occasion of UNIRI GEP adoption, June 2021

UNIRI GEP 2021 - 2025



**4 STRATEGIC AREAS
20 GOALS , 20 INDICATORS, 78 MEASURES**

I. INSTITUTIONAL CULTURE OF GE

Gender equality in decision-making processes and systems

II. GE IN SCIENTIFIC AND ARTISTIC RESEARCH

Empowering gender equality in research and career development

III. GE IN TEACHING AND TRAINING

Integrating the gender perspective into study programs and transferring knowledge about GE into the community

IV. HARMONY OF PERSONAL LIFE AND PROFESSIONAL RESPONSIBILITIES

Improving the quality of life and work

I. INSTITUTIONAL CULTURE OF GENDER EQUALITY

Gender equality in decision-making processes and systems

GOAL	INDICATOR	MEASURES	IMPLEMENTATION	RESPONSIBLE BODIES
<i>What are we trying to achieve?</i>	<i>What indicates our success?</i>	<i>How are we going to accomplish it?</i>	<i>Who implements it?</i>	<i>Who is responsible?</i>
1. Become recognizable in promoting and administering gender equality policies at universities/in higher education	Positions in our national and international surroundings based on gender equality indicators; positions in gender equality ranking systems, European certificates, and like	<ul style="list-style-type: none"> Adapting university regulations to implement the UNIRI Gender Equality Plan (UNIRI-GEP) Introducing procedures for annually qualitatively informing constituent representatives about UNIRI-GEP's progress within reports about UNIRI Strategy's progress Instituting a University body and delegating representatives at each constituent responsible for implementing UNIRI-GEP: The University Committee for Gender Equality and the Centre for Women's Studies/Laboratory for Gender Equality Introducing processes for continuously conducting institutional research and collecting data about gender equality for international ranking and reporting systems Connecting with civil society stakeholders and other private and public organization to promote and implement UNIRI-GEP 	<p>the rector, vice-rectors, secretary-general, the Senate</p> <p>Office for Institutional Research</p>	the rector, the Senate – deans, department heads, directors
2. Build an institutional /organizational culture of gender equality and diversity	Continuous progress in or maintenance of a desirable state of gender equality in all domains of the University's agency	<ul style="list-style-type: none"> Introducing processes for systematically collecting gender-related quantitative and qualitative data in a digital form Producing annual reports and annual action plans based on data analysis Using gender-sensitive language and visual representations in university documents Introducing continuous education for different level managers related to GEP's policies and implementation Including in our work European bodies, platforms, and professional organisations to enhance visibility and activities (such as EIGE-EuroGender, At Gender, and like) 	<p>University Committee for Gender Equality</p> <p>University Centre for Women's Studies/Gender Equality Laboratory</p> <p>Office for Institutional Research</p> <p>Public Relations Office</p>	the rector, vice-rectors, the Senate - deans, department heads, directors

UNIRI GEP Action priorities 2021



	Deliverable	Responsible
Organisational structure and resources	University Gender Equality Committee established	Senate
	Laboratory for Gender Equality established	Rector Centre for Advanced Studies of South-eastern Europe
	Stakeholders network to support implementation of GEP measures expanded	Rector SPEAR Team
	Gender equality included in strategic financing (project grant programme piloted to encourage scientific and artistic projects and production on gender-related topics, integrate the topics of gender equality and diversity into curricula, course structures, and teaching methods, Laboratory for GE staff recruitment etc.)	Expert Council for Internationalization, Research and Projects Study Program Accreditation Committee / Centre for Studies Expert Council Senate
	Introducing processes for systematically and digitally collecting and analysing gender-related quantitative and qualitative data	Laboratory for Gender Equality
Education and awareness-raising	At least 2 workshop/training/online education on gender topics, diversity and inclusivity offered to UNIRI students and employees	Centre for Women's Studies YUFE UNIRI Diversity and Inclusivity Team
	UNIRI webpage section dedicated to gender equality, diversity and inclusivity structured and online	YUFE UNIRI Diversity and Inclusivity Team
	At least 5 articles/blogs/interviews/posts that recognize, support and promote women's/men's representation in underrepresented areas and/or other diverse perspectives	SPEAR Team YUFE UNIRI Diversity and Inclusivity Team
	Newspaper articles/media coverage published to follow up policies, guidelines and other activities on the prevention and acting upon cases of sexual harassment and violence	Rector YUFE UNIRI Diversity and Inclusivity Team

Regulations and procedures	Decision on introducing gender disaggregated data collection in institutional research and reporting	Senate
	Decision on gender diversity requirement in appointing members of university recruitment committees and research projects evaluation committees	Senate
	Decision on using gender-sensitive language in university documents	Senate
	Chapters/sections/queries on gender equality integrated in regular student, teacher and staff satisfaction surveys	Vice rector for studies, students and quality assurance QA Committee Council of Honour
	Policies and guidelines on the prevention and acting upon cases of sexual harassment and violence put in place	Working group for sexual harassment prevention document Senate
Monitoring and reporting	Interim reporting of GEP implementation integrated into UNIRI Strategy 2021 – 2025 implementation reporting forms	Rectors' collegium
	Y 2022 Action plan based on Interim report and data analysis	University Committee for Gender Equality Vice rector for Digitalisation and Development
	UNIRI GEP measures and activities further aligned to SDG 5 (and others) and data submitted to the Times Higher Education impact ranking.	Vice rector for Science and Arts Institutional Research Unit YUFE UNIRI Diversity and Inclusivity Team

Our Learnings



- Engage top management
- The more diverse team, the better
- Building culture and institutional change take time, be resilient
- Deliberation and soft approach work
- Build communities, include external stakeholders and critical friends
- Use existing resources
 - [European Institute for Gender Equality](#);
 - [GEAR tool step-by-step](#);
 - [SPEAR](#) project materials...
- Further guidance and support on developing GEPs will be available from summer 2021.
 - follow [EU official page](#)

Thank you for your attention!

Thank you, Daria!



Thank you!

Snježana Prijić Samaržija
Sanja Barić
Sanja Bojanić
Brigita Miloš
Matija Miloš
Daria Glavan Ščulac,
daria@uniri.hr
Ana Tomaško Obradović
Ivana Klarin



SPEAR

Supporting and Implementing
Plans for Gender Equality
in Academia and Research (SPEAR)

The screenshot shows the SPEAR website homepage. At the top is a navigation bar with links: Home, About, Virtual Materials, Resources, Multimedia, Blog, News & Events, and Other Initiatives. Below the navigation bar is a 'WELCOME TO SPEAR' section. It contains a paragraph about supporting Gender Equality Plans (GEPs) in Research-Performing Organizations (RPOs) and a diagram showing the relationship between CoP (Planned), CoP (Emergent), and CoP (Transformative). The diagram includes text about CoP providing learning platforms, CoP providing learning material, and CoP providing learning material. Below the welcome section is a 'LATEST BLOG POSTS' section with four featured posts: 'TURNING RESEARCH KNOWLEDGE INTO PRACTICE AT THE UNIVERSITY OF BIALA', 'How does COVID-19 affect scientific performance of female researchers?', 'Women leaders in management and research at Politecnico di Milano', and 'Self-assessment scales for measuring gender equality as a tool for assessing rising and facilitating the implementation of GEPs'.

[Web](#) // [Twitter](#) // [Instagram](#) // [LinkedIn](#) // [YouTube](#)



This project has received funding from the European Union's H2020 research and innovation programme under grant agreement N° 824544.



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This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No. 101006279



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Horizon Europe

Gender Equality Plans



The TeRRItoria example

George Eleftherakis

South-East European Research Centre
(SEERC) - CITY College, University of York
Europe Campus



wbc-rrri.net



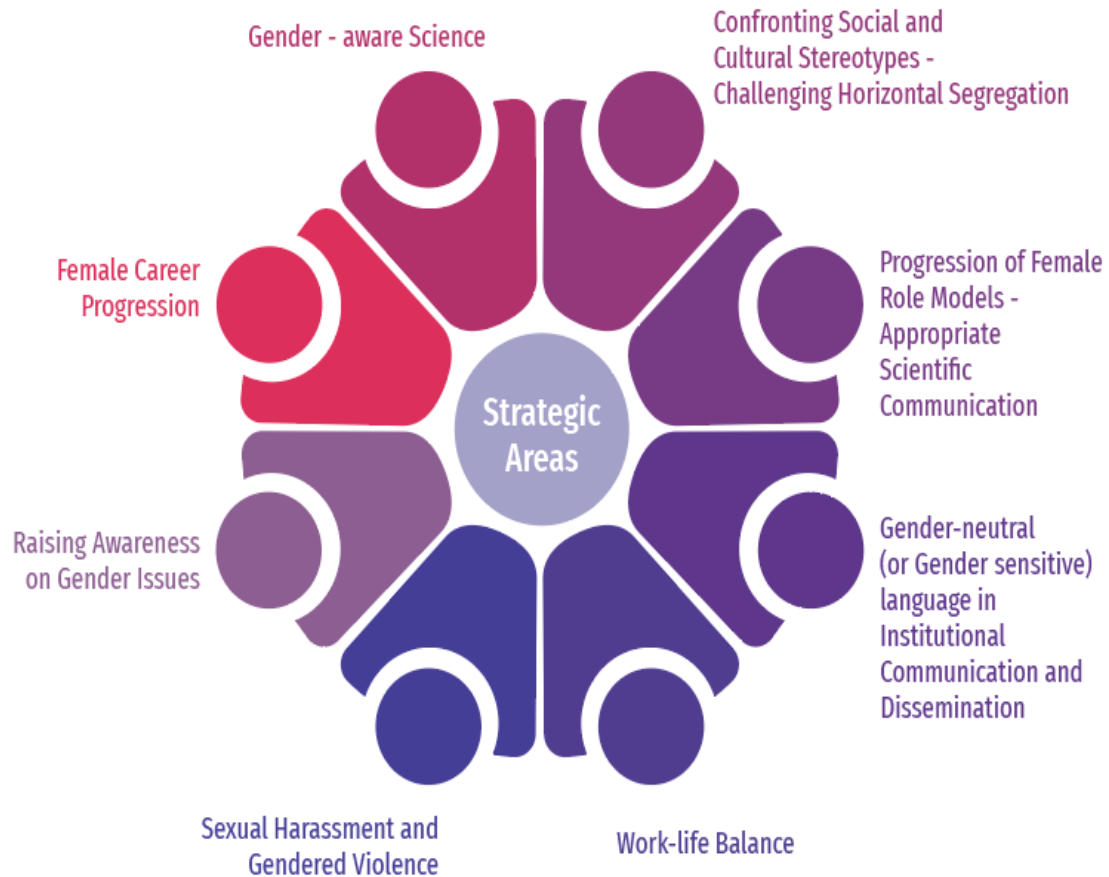
Funded by
the European Union

The TERRITORIA EXAMPLE

- A territorial GEP for the R&I organisations of the Region of Central Macedonia (Greece)
- Developed after collecting data from: 1) the mapping of the EU and National gender-related landscape; 2) the mapping of the regional R&I system; 3) the co-creation (co-design) meetings with regional QH stakeholders
- The GEP functions as a **template** so that the R&I organizations of the Region will develop their self-tailored GEPs
 - ✓ 8 indicative strategic areas
 - ✓ A set of indicative primary and secondary action points in each strategic area
 - ✓ Suggested Monitoring and Evaluation Frameworks

Structure of the GEP

- FOREWORD / Message from the Authority of the Region of Central Macedonia
- Glossary of gender-related terms
- Introduction
- Strategic context of the GEP
- Strategic areas of the GEP - Description
- Strategic area 1 – Strategic area 8
 - *Indicative action points*
 - *Tools helpful for implementation*
- Suggested Monitoring and Evaluation Frameworks
- Further resources



Thank you for your attention!

Thank you, George!



Register your interest to our research work

- In case you are interested to receive the final version of the GEP for Research and Innovation organizations, but also other RRI related publications of our research group, you may [register your interest](https://docs.google.com/forms/d/e/1FAIpQLScZXbV1ACx-bvCZKmeEJD56ZI9U8f4THI7SnKTUYPxdqX_orA/viewform) here:

https://docs.google.com/forms/d/e/1FAIpQLScZXbV1ACx-bvCZKmeEJD56ZI9U8f4THI7SnKTUYPxdqX_orA/viewform



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Horizon Europe

Gender Equality Plans



GEP at the University of Banja Luka (UNIBL)

Anđela Pepić

Head of the Entrepreneurship and
Technology Transfer Centre
University of Banja Luka



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EXAMPLE:

GEP at the University of Banja Luka (UNIBL)

Steps:

- Setting up a „task force” for GEP audit and development
- Obtaining funding from the Ministry of Civil Affairs of B&H through grant (support to ongoing H2020 project WBC-RRI.NET)
- Team of 4 dedicated persons at different levels and with different tasks
- Exploring the landscape and useful examples/tools (GEAR, SAGE, PLOTINA)
- Obtaining advice and support – ZSI

EXAMPLE:

GEP at the University of Banja Luka (UNIBL)

- Decision to focus on 5 key areas for GEP audit
 - Governance bodies, key actors and decision-makers
 - Recruitment, retention and career progression
 - Work and personal life integration
 - Researchers and Research: gender equality among researchers and gender perspective/sex in research
 - Integration of gender/sex dimension in teaching curricula
- Diving into the current state of affairs at UNIBL:
 - Starting point: UNIBL already had an adopted Guidelines for Prevention of Sexual and Gender Based Violence (2020)
 - Exploring the numbers (statistics) for 5 key areas (digging into the institutional data) (ref. PLOTINA tools)
 - Exploring the story behind the numbers (interviews with admin, vice-deans and researchers/teaching staff = 60 persons) (ref. SAGE tools)

EXAMPLE:

GEP at the University of Banja Luka (UNIBL)

- Next steps:
 - Analysis and contextualization of the collected data (quantitative and qualitative)
 - Drawing main conclusions and recommendations / problems and possible actions
 - Writing the draft GEP and sending it through the system to all employees for comments (*#publicengagement #openconsultations*)
 - Clearing the final version to be adopted by the Senate in final quarter of 2021

Thank you for your attention!

Thank you, Andjela!



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Setting the scene

Integration of gender dimension in R&D

**GENDER
ACTION**

Examples from the GENDERACTION project

Dalibor P. Drljača
Research Centre at University Clinical Centre
of Republic of Srpska

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About



- **GENDER equality in the ERA Community To Innovate policy implementation. Coordination and Support Action 04/17–03/21 (ext. 09/21)**
- **Objectives:**
 - **Map and analyse Members States' progress towards implementation of gender equality in R&I** through national ERA action plans and strategies
 - **Deliver training events to build consistent and professional capacity in gender equality in R&I** among responsible national representatives and Horizon 2020 National Contact Points
 - Provide **mutual learning opportunities to maximize existing experience** among policy makers and other relevant stakeholders
 - Build **new collaborations to advance gender equality** in international cooperation in science, technology and innovation
 - **Prepare policy briefs on advancing gender equality in the ERA**
- Strong links and collaboration with ERAC Standing working group on Gender in Research and Innovation

Gender dimension in R&D – key concepts

- SEX DIMENSION

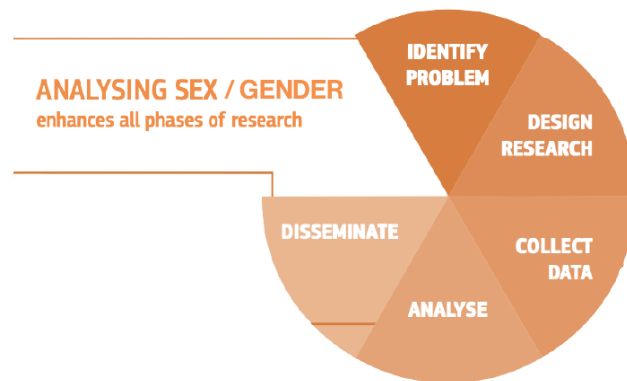
- Biological category – anatomical, hormonal and physiological differences. E.g. Sex of tissues and cells that should be noted for reproducibility of experiment)

- GENDER DIMENSION

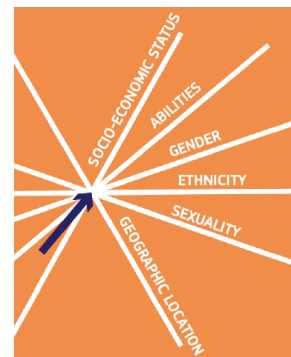
- Social category - built up on a sex, socio-cultural norms (spoken and unspoken rules), identities (own perception) and relations (interact with other people and institutions in specific sociocultural contexts) that, together, shape and sanction “feminine” and “masculine” behaviours, and which are complex and change across time and place.

- INTERSECTIONAL FACTORS

- combine with sex and gender to shape a person's or a group's experience and social opportunities, thereby influencing the form of discrimination and inequality they encounter



Source: European Commission, 'Gender Innovations 2'



Gendered Innovations: How inclusive analysis contributes to research and innovation

- 15 new **case studies** in health, AI & robotics, climate change, energy, transport, urban planning, waste management, agriculture, taxation, venture funding) building on Horizon 2020 funded projects
- **Refined methodologies** on the integration of sex/gender based analysis, and intersectional analysis, in R&I content
- **Evidence-based policy recommendations** for Horizon Europe
- **Awareness raising** material including factsheets
- [Case study on the impact of sex & gender in the COVID-19 pandemic](#)
- [Factsheet on gender and intersectional bias in AI](#)
- **Full [Policy Review Report](#) and [Factsheet](#) released on 25 November 2020**
- [Interview of Commissioner Gabriel in KILDEN News](#) (25/11/2020)
- [Nature editorial](#) (09/12/2020)



Thank you for your attention!

Thank you, Dalibor!



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Further information

- Find more information at <http://www.genderaction.eu>
- Webinars
- Policy briefs
- Links to sources of information
- Next event: <https://genderaction.eu/deepeningera-conference-registration-open/>

Deepening the ERA Through Gender Equality

8 - 9 July 2021 | 9.30 - 13.00 CET



#DeepeningERA
Register at www.deepeningera.eu



THANK YOU FOR YOUR ATTENTION!!!



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Into the future ...

Horizon Europe support

An interesting and related
call to implement GEPs



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Support to the implementation of inclusive gender equality plans

- HORIZON-WIDERA-2022-ERA-01-81 (HORIZON Coordination and Support Actions)
- Planned opening date 19 January 2022 - Deadline date: 20 April 2022
- Projects are expected to contribute to the following expected outcomes:

Enhance the reputation, attractiveness, inclusiveness and research excellence of less advanced institutions as a result of implementing inclusive gender equality plans.

Transform institutions to advance inclusive gender equality within the European Research Area (ERA).





Thank you for your attention!



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Resources

Link collection

Where to look for further
information



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Resources & tools related to statistics

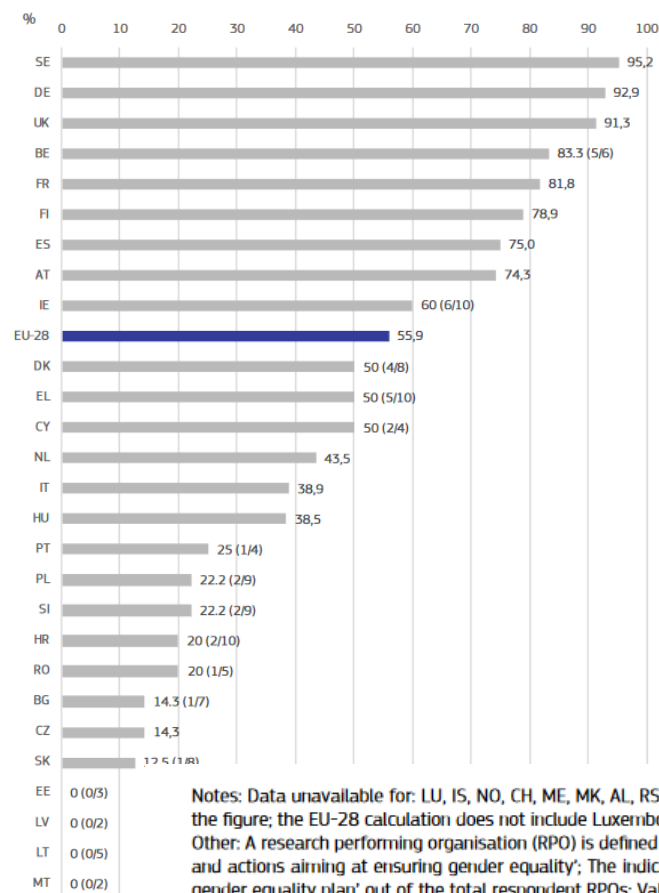
Gender Equality in Science:

- 1) [She Figures 2018](#) (She Figures 2021 will be soon available)
- 2) UNESCO Science Reports ([2015- 2021](#)) & [UIS UNESCO](#) database

Gender Equality (broader view):

- 3) [EIGE Gender Statistics Database](#)
- 4) [UN Women](#) – SDG 5: Achieve gender equality and empower all women and girls

Figure 5.7 Proportion of RPOs that adopted gender equality plans, 2016

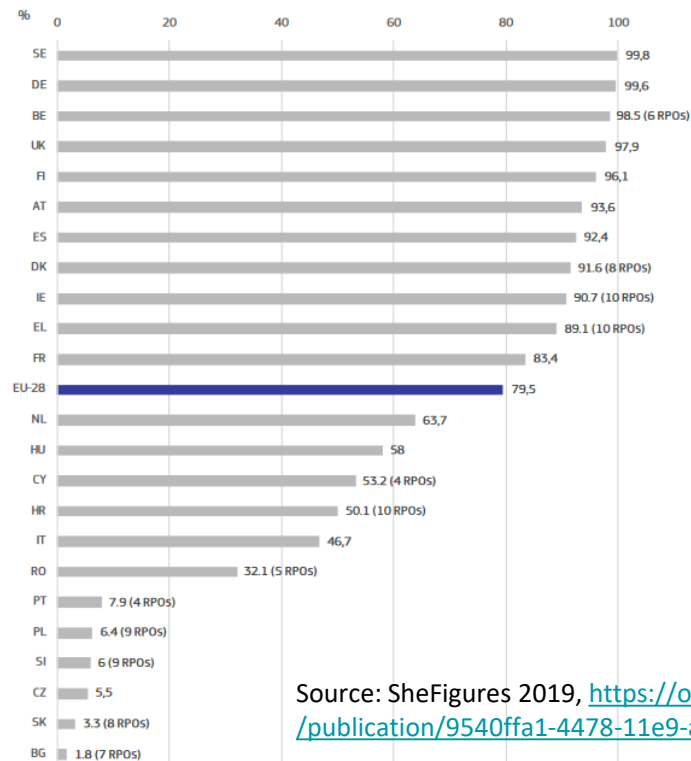


Notes: Data unavailable for: LU, IS, NO, CH, ME, MK, AL, RS, TR, BA, AM, FO, GE, IL, MD, TN, UA; For proportions based on up to 10 respondents, numerators and denominators are displayed in the figure; the EU-28 calculation does not include Luxembourg as no data were available.

Other: A research performing organisation (RPO) is defined as a higher education institute (HEI) or a public research organisation (PRO); A Gender Equality Plan is a 'consistent set of provisions and actions aiming at ensuring gender equality'; The indicator is calculated as the proportion of the RPOs which responded positively to the survey question 'Does your organisation have a gender equality plan' out of the total respondent RPOs; Values shown may differ slightly from the written analysis, which was conducted on a higher level of precision than what is presented.

Source: HEI and PRO surveys, MoRRI project (custom extraction of data).

Figure 5.8 Proportion of research staff working in RPOs that adopted gender equality plans, 2016



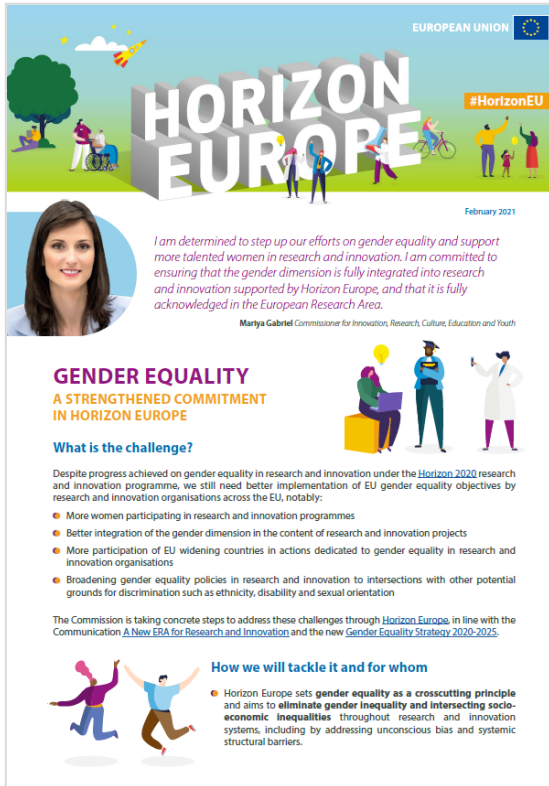
Source: SheFigures 2019, <https://op.europa.eu/en/publication-detail/-/publication/9540ffa1-4478-11e9-a8ed-01aa75ed71a1>

Policy briefs <http://www.genderaction.eu>



- Briefing Paper no.1 June 2018
 - GENDER IN HORIZON EUROPE: AN UNFINISHED BUSINESS
- Briefing Paper no.2 June 2018
 - GENDER AS A GLOBAL CHALLENGE AND A KEY DRIVER FOR INNOVATION
- Briefing Paper no.3 June 2018
 - THE ECONOMIC MODEL ENVISIONED BY HORIZON EUROPE: A GENDER PERSPECTIVE TO NATURAL RESOURCES AND INDUSTRY
- Briefing Paper no.4 June 2018
 - GENDER FOR HORIZON EUROPE RESEARCH & INNOVATION MISSIONS ENSURING A FAST-TRACK TO BETTER FUTURE FOR ALL
- Briefing Paper no.5 July 2018
 - GENDER IN OPEN SCIENCE & OPEN INNOVATION
- Briefing Paper no.6 July 2018
 - GENDER-RESPONSIVE INTERNATIONAL COOPERATION FOR HORIZON EUROPE
- Briefing Paper no.7 July 2018
 - STRENGTHENING GENDER IN THE ERA
- Briefing Paper no.8 August 2018
 - GENDER-RESPONSIBLE RULES FOR PARTICIPATION IN HORIZON EUROPE
- Briefing Paper no.9 September 2018
 - IMPLEMENTATION OF ERA PRIORITY 4 "GENDER EQUALITY AND GENDER MAINSTREAMING IN RESEARCH AND INNOVATION"
- Briefing Paper no.10 March 2019
 - THE ROLE OF FUNDING AGENCIES IN THE PROMOTION OF GENDER EQUALITY IN R&I
- Briefing Paper no.11 April 2019
 - THE FUTURE OF GENDER EQUALITY IN EUROPEAN RESEARCH AND INNOVATION
- Briefing Paper no.12 August 2019
 - GUIDELINES ON CRITERIA OF GOOD PRACTICE FOR STRENGTHENING THE IMPLEMENTATION OF ERA PRIORITY 4
- Briefing Paper no.13 October 2019
 - TAKING STRUCTURAL CHANGE INTO THE FUTURE
- Briefing Paper no.14 May 2020
 - DISRUPTIVE MEASURES FOR GENDER EQUALITY IN RESEARCH AND INNOVATION
- Briefing Paper no.15 June 2020
 - GENDER PERSPECTIVES IN INTERNATIONAL COOPERATION IN SCIENCE, TECHNOLOGY, AND INNOVATION

Factsheet on key Gender Equality provisions under Horizon Europe – with a focus on GEPs



The factsheet features a header with the Horizon Europe logo and the European Union flag. Below the header is a quote from Mariya Gabriel, Commissioner for Innovation, Research, Culture, Education and Youth, dated February 2021. The main section is titled 'GENDER EQUALITY A STRENGTHENED COMMITMENT IN HORIZON EUROPE' and includes an illustration of three people. The text discusses the challenges of gender equality in research and innovation and lists four key points. It also mentions the Commission's concrete steps to address these challenges through Horizon Europe and the new Gender Equality Strategy 2020-2025. The bottom section is titled 'How we will tackle it and for whom' and includes an illustration of two people running.

EUROPEAN UNION

HORIZON EUROPE

#HorizonEU

February 2021

I am determined to step up our efforts on gender equality and support more talented women in research and innovation. I am committed to ensuring that the gender dimension is fully integrated into research and innovation supported by Horizon Europe, and that it is fully acknowledged in the European Research Area.

Mariya Gabriel, Commissioner for Innovation, Research, Culture, Education and Youth

GENDER EQUALITY

A STRENGTHENED COMMITMENT IN HORIZON EUROPE

What is the challenge?

Despite progress achieved on gender equality in research and innovation under the [Horizon 2020](#) research and innovation programme, we still need better implementation of EU gender equality objectives by research and innovation organisations across the EU, notably:

- More women participating in research and innovation programmes
- Better integration of the gender dimension in the content of research and innovation projects
- More participation of EU widening countries in actions dedicated to gender equality in research and innovation organisations
- Broadening gender equality policies in research and innovation to intersections with other potential grounds for discrimination such as ethnicity, disability and sexual orientation

The Commission is taking concrete steps to address these challenges through [Horizon Europe](#), in line with the Communication [A New ERA for Research and Innovation](#) and the new [Gender Equality Strategy 2020-2025](#).

How we will tackle it and for whom

- Horizon Europe sets **gender equality as a crosscutting principle** and aims to **eliminate gender inequality and intersecting socio-economic inequalities** throughout research and innovation systems, including by addressing unconscious bias and systemic structural barriers.

<https://op.europa.eu/s/pkwx>

Gender Equality in R&I policy page

Gender equality in research and innovation

Achieving gender equality in research, how it relates to the European Research Area, networks and news.

PAGE CONTENTS

The Commission's gender equality strategy

Gender equality in Horizon Europe

Gender Equality Plans as an eligibility criterion in Horizon Europe

Gender equality in the European Research Area (ERA)

Gender equality and coronavirus

She Figures monitoring report

Networks

Publications

Latest

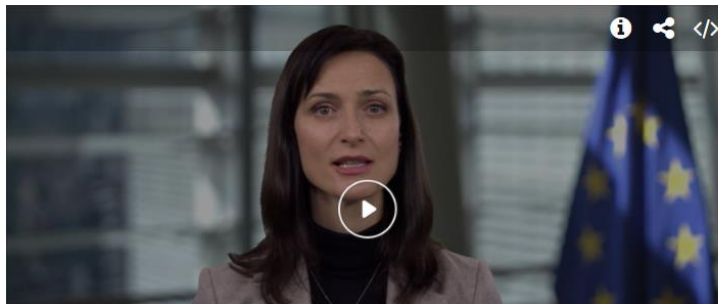
Related links

The Commission's gender equality strategy

The European Commission is committed to promoting gender equality in research and innovation.

It is part of the European Commission [Gender Equality Strategy](#) for 2020-2025, which sets out the Commission's broader commitment to equality across all EU policies.

In addition, the EU has a well-established regulatory framework on gender equality, including binding directives, which apply widely across the labour market including the research sector.



SCAN ME!



https://ec.europa.eu/info/research-and-innovation/strategy/gender-equality-research-and-innovation_en

https://ec.europa.eu/info/files/gender-equality-plans-frequently-asked-questions_en

Webinar(s) on how to prepare a successful proposal for Horizon Europe

Webinar: A successful proposal for Horizon Europe: Scientific-technical excellence is key, but don't forget the other aspects (21 April 2021)

PAGE CONTENTS

General info & documents

YouTube recording

Next events

Previous webinar

Help

21
APRIL

2021

10:00 - 12:30 CEST (BRUSSELS TIME)

Webinar: A successful proposal for Horizon Europe: Scientific-technical excellence is key, but don't forget the other aspects

Documents:

[Agenda](#)

Presentation: [New approach to impact following the Key Impact Pathways](#)

Presentation: [Dissemination, Exploitation and Communication](#)

Presentation: [Open Science](#)

Presentation: [Gender dimension](#)

Presentation: ["Do no significant harm" principle](#)

[Standard application form \(RIA/IA\)](#)

[General Model Grant Agreement](#)

[Gender Equality in Academia and Research - GEAR tool](#)

YouTube recording



Part 1 (general + MGA): 24 March

<https://ec.europa.eu/research/participants/docs/h2020-funding-guide/other/event210324.htm>

Part 2 (horizontal aspects): 21 April

<https://ec.europa.eu/research/participants/docs/h2020-funding-guide/other/event210421.htm>

Funding & Tenders Portal

The screenshot shows the 'Funding & tender opportunities' page on the European Commission's portal. The URL in the browser is <https://ec.europa.eu/info/funding-tenders/opportunities/portal/screen/how-to-pa...>. The page features a navigation bar with 'SEARCH FUNDING & TENDERS', 'HOW TO PARTICIPATE' (highlighted in yellow), 'PROJECTS & RESULTS', 'WORK AS AN EXPERT', and 'SUPPORT'. Below this, a blue banner displays 'Horizon Europe (HORIZON)' with a 'clear filter' link. On the left, a 'Programming period' filter is set to '2021-2027', and a 'Horizon Europe (HORIZON)' filter is active. The main content area is titled 'Reference Documents' and includes sections for 'Grants' and 'Procurement'. The 'Grants' section explains that the page includes reference documents for EU programmes and provides instructions to select a programme. The 'Procurement' section states that reference documents are published on TED eTendering. A filter menu is open, showing options: 'Legislation', 'Work programme & call documents' (circled in yellow), 'Grant agreements and contracts', 'Guidance', 'Templates & forms' (circled in yellow), and 'Funding & Tenders Portal'.

https://ec.europa.eu/info/funding-tenders/opportunities/portal/screen/how-to-pa...

European Commission | Funding & tender opportunities | Single Electronic Data Interchange Area (SEDIA) | English | Register | Login

SEARCH FUNDING & TENDERS | HOW TO PARTICIPATE | PROJECTS & RESULTS | WORK AS AN EXPERT | SUPPORT

Horizon Europe (HORIZON) | clear filter

Programming period: 2021-2027 | Clear filter

Horizon Europe (HORIZON) | Clear filter

Reference Documents

Grants

This page includes reference documents of the programmes managed on the EU Funding & Tenders portal starting with legal documents and the Commission work programmes up to model grant agreements and guides for specific actions.

Please select the programme to see the reference documents.

Procurement

Reference Documents related to tendering opportunities are published on TED eTendering in the calls for tenders.

Filter | Expand all

- Legislation
- Work programme & call documents
- Grant agreements and contracts
- Guidance
- Templates & forms
- Funding & Tenders Portal

<https://ec.europa.eu/info/funding-tenders/opportunities/portal/screen/how-to-participate/reference-documents;programCode=HORIZON>

N

Useful Resources

ElGE-European Institute for Gender Equality (n.d). Glossary & Thesaurus.

Retrieved from: <https://eige.europa.eu/thesaurus/overview>

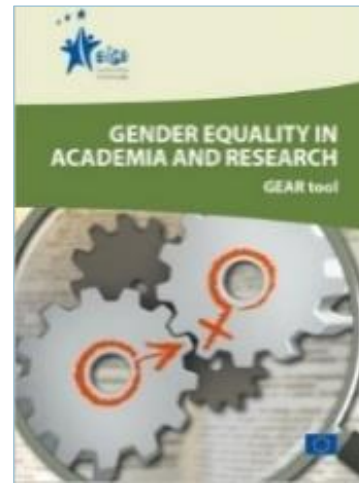
European Union-European Research Area and Innovation Committee (2020).

Standing Working Group on Gender in Research and Innovation: Position paper on the future gender equality priority in the European Research Area 2020-2030. ERAC 1204/20.

Supporting GEP practice

Extensive knowledge and support on GEPs already available

- [The GEAR tool](#) ('Gender Equality in Academia and Research'): a step-by-step online guidance co-developed by DG RTD and EIGE for implementing GEPs, including e.g.:
 - Action toolbox: key themes to consider in a GEP
 - Concrete examples of good practices, building on GEP projects funded under FP7 and Horizon 2020
 - Who is involved in GEPs
 - Legislative and policy backgrounds in each Member State



Additional guidance and support on GEPs upcoming, including through a [Pilot knowledge and support facility on institutional change through GEPs](#)

Further information on the GEAR Tool

Source:

https://cdn4.euraxess.org/sites/default/files/domains/nl/gear_tool.pdf

1.

Step 1: Getting started!

Are you ready for setting up a Gender Equality Plan in your organisation?

- **Remember that context matters:** rather than simply copying successful actions or approaches that others did, ask which actions would work best in your own institution, considering its objectives and relevant regional/national contexts.
- **Find support:** involve gender experts, potential allies at different levels within and outside the institution, and investigate possible funding opportunities for the gender equality work that needs to be undertaken.

2.

Step 2: Analysing and assessing the state-of-play in the institution

The assessment of the state-of-play of the institution will provide insight on which measures need to be implemented. The comprehensiveness of this initial analysis will depend on the available resources. A standard approach would include:

- **Analysing sex-disaggregated data about staff and students.** Data broken down by sex is needed to detect any gender differences and to identify the most pressing areas requiring intervention. The first step is to check which data are readily available. If data do not yet exist in your organisation, efforts to collect such data need to be made. The second step is to carry out a gender analysis based on the collected data.
- **Identifying the existing measures promoting gender equality.** The implementation and results of existing measures (such as those to promote women's careers, to raise awareness about gender equality, or to enhance work-life balance) need to be critically assessed, together with those involved, seeking how their effectiveness can be enhanced.
- **Reviewing relevant legislation and policies in your country.** This allows for understanding where the organisation stands, the identification of any possible breaches and for providing the rationale to support gender equality actions. This knowledge can also support some of the measures within the Gender Equality Plan.

Step 3: Setting up a Gender Equality Plan

The findings of the initial analysis allow identifying the areas of intervention to be addressed in a Gender Equality Plan. Not all areas can however be tackled at the same time, and some may be more pressing than others. The priorities set out for an organisation will depend on the available resources.

A Gender Equality Plan needs to be holistic and integrated. This means that the identified areas of intervention are interdependent. The Gender Equality Plan needs to address a variety of issues relevant for the whole community and organisational system. The basic actions to be taken into consideration in the process of setting up a Gender Equality Plan include:

- **Get inspiration** from measures implemented by other organisations, but make sure to adapt these measures considering the specificities of your own context.
- **Define SMART objectives and measures** for your Gender Equality Plan (i.e. Specific, Measurable, Attainable, Realistic and Time-related).
- **Define the timeframe** of the Gender Equality Plan, **as well as a realistic timeline for its implementation**. Do not forget to establish specific monitoring periods to report on the progress achieved.
- **Promote the participation of actors of all levels** when defining measures and actions of the Gender Equality Plan. A participatory approach will help define meaningful measures to the actors involved and will enhance their willingness to implement the measures in the Gender Equality Plan.
- **Identify and utilise existing resources** when planning the measures. Building on existing resources has the advantage of promoting the institutionalisation of gender-sensitive and/or gender-specific procedures or activities.
- **Agree on clear staff responsibilities for each measure**. The Gender Equality Plan should clearly indicate 'who is responsible for what and when'.
- **Build alliances**. The measures in a Gender Equality Plan will not deliver or be achieved unless the Plan is supported by stakeholders at all levels. Take time to explain what the Gender Equality Plan implies for all targeted stakeholders. These efforts need to be continued throughout the implementation of the Gender Equality Plan.
- **Think about sustainability**. The resources to promote gender equality through institutional change are not unlimited and neither is the duration of your Gender Equality Plan. To ensure the sustainability of gender equality actions, it is important to embed practices in the normal routines, policies and procedures of the organisation.

4.

Step 4: Implementing a Gender Equality Plan

Having set up the Gender Equality Plan, it is time to start implementing it:

- **Put the measures of the Gender Equality Plan in motion** according to the defined timeline.
- **Try to embed and institutionalise as many measures/actions as possible** in order to ensure their sustainability.
- **Organise regular meetings** with the team responsible for the implementation of the Gender Equality Plan. These meetings are not only important to design and plan activities in a participatory way, but also to discuss the progress, main achievements and aspects that can be improved. The regular meetings will also help to identify any possible challenges or problems and act upon them.
- **Plan meetings with senior management and leadership, human resources staff, and/or other co-workers you consider relevant.** This will help create ownership of the Gender Equality Plan, motivate the staff involved, strengthen the potential of the Plan, and maximise the impact of the Plan's actions.
- **Continue engaging stakeholders** on an on-going basis and do not forget to keep in touch with stakeholders you engaged in a previous phase.
- **Give visibility to the Gender Equality Plan.** Inform your institution about the existence of the Gender Equality Plan. Use different channels and routes to communicate the Plan, its main areas of interventions, timeframe and achievements.
- **Be aware that adaptations to the Plan may be needed.** A Gender Equality Plan is not static or immutable. Several circumstances may require modifications or amendments to the Plan. Discuss with the implementation team and with senior management and leadership whether and how the Plan can be adapted.
- **Seek to understand why some measures are not being (fully) implemented** and make adjustments as needed. Keep up-to-date with innovative actions in other institutions.
- **Be prepared to face obstacles or resistances** when implementing some measures and act upon them.

5.

Step 5: Monitoring progress and evaluating a Gender Equality Plan

Monitoring and evaluation instruments support effective actions and accountability. Establish indicators, targets and follow-up instruments, while also allocating resources, to assess actions and to enhance the knowledge about on-going implementation. Gender expertise (possibly external) may need to be considered in monitoring and evaluation processes, potentially along with other expertise on change dynamics or other specific issues tackled by the Gender Equality Plan.

Monitoring is crucial to:

- Enable seeing where and how actions are being implemented.
- Help identify and address potential sources of resistance to change.
- Indicate whether a transformative dynamic exists.

Indicators should be implementation-oriented, and adapted to the purposes of the action. Monitoring does not mean looking only at figures and data; other underlying, qualitative aspects also need to be considered.

Evaluation is key to sustainability and further enhancement because it:

- Provides evidence of actual changes or lack thereof.
- Highlights the positive dynamics and opportunities brought by gender mainstreaming strategies.
- Is an opportunity to enhance the support to gender equality policies.
- Paves the way for future, even more resolute actions, and offers a valuable knowledge for their design.

Transforming complex organisations, challenging processes, routines and power relations among staff takes time. Attention must be paid to short-term and mid-term milestones and potential achievements as well. A thorough, context-sensitive and mixed evaluation approach helps your strategy to make a substantial difference.

6.

Step 6. What comes after the Gender Equality Plan?

A Gender Equality Plan will conclude at some point in time. However, this is not 'the end' towards promoting gender equality. A new cycle should start. It is likely that the sustainability of some measures and procedures is already ensured, whereas others may still require further action, or new areas of attention may have been identified. This is the point where a decision needs to be made on how to continue the efforts undertaken so far and what any new Gender Equality Plan should address.



Examples of quantitative indicators

Quantitative indicators are relevant whenever they are adapted to the expected results of the planned actions. Quantitative indicators most often include:

- the number of female and male candidates for positions.
- the number of women and men in selection panels (for recruitment and promotion).
- horizontal sex segregation in respective categories of occupation.
- the number of male and female individuals targeted and reached by gender awareness-raising or planned training actions.
- gender ratios in accessing research grants (and other resources, e.g. laboratory spaces or personnel).
- the gender pay gap among different categories of staff, including researchers.

Examples of qualitative indicators

Qualitative indicators can contribute to a better understanding of the process of change. They may bring evidence of change and that gender equality and awareness are gaining ground. Qualitative indicators have also a stronger learning potential. They support self-reflexivity and may provide indications for a continuous enhancement of the implemented actions. The following dimensions can be considered when defining/assessing qualitative indicators:

- The uptake of the gender equality objectives set by the Gender Equality Plan by different categories of stakeholders.
- The actual transformation towards greater gender-sensitivity of both formal and informal practices as an effect of implemented actions, notably in the areas of human resources management, decision-making, evaluation and governance.

More relevant tools

- [Guidelines for Gender Equality programmes in Science](#) (PRAGES EU project)
- [Structural change in research institutions: Enhancing excellence, gender equality and efficiency in research and innovation](#) (European Commission)
- [Toolkit for Integrating Gender Sensitive Approach into Research and Teaching](#) (Garcia EU project)
- [EQUAL-IST online toolkit](#) (EQUAL-IST EU project)
- [A Resource Pack for Gender-Responsive STEM Education](#)
- [Hypatia Toolkit – Gender inclusiveness in science \(STEM\) teaching](#)
- [EIGE toolkit on gender sensitive communication](#)
- [United Nations guidelines for gender-sensitive language](#) (United Nations)
- [Fact Sheet 2 – Best practice. Work-life balance](#) (Athena Swan)
- [Supporting work life balance to get more women into ICT](#) (EIGE)
- [Sexism at work: how can we stop it? Handbook for EU institutions and agencies](#)
- [Guidelines for the prevention of sexual harassment, harassment on grounds of sex and psychological harassment](#) (TRIGGER EU project)
- [RESPECT. NOW. ALWAYS. – A 10-point Action Plan](#) (UNIVERSITIES AUSTRALIA)
- [The set of PLOTINA indicators](#) (PLOTINA EU project)
- [Mapping of Tools for the Evaluation of Gender Equality Plans](#) (by SAGE project)
- [FESTA toolkit Towards Raising Organizational Awareness](#) (by FESTA EU project)