INSPIRE

D7.1 Dissemination, Communication & Exploitation

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Authors & contributors name and organisation	Role
Gabriella Lovasz, Europa Media	Lead author

Consortium

FUOC	Fundació per a la Universitat Oberta de Catalunya, Spain
JR	Joanneum Research Forschungsgesellschaft Mbh, Austria
SDU	Syddansk Universitet, Denmark
UJ	Uniwersytet Jagiellonski, Poland
Notus	Notus, Spain
FLACSO	Facultad Latinoamericana De Ciencias Sociales, Argentina
EM	Europa Media Szolgaltato Non Profitkozhasznu Kft, Hungary
Portia	Portia gGmbH, Germany
SRU	Stichting Radboud Universiteit
Fraunhofer	Fraunhofer Gesellschaft zur Forderung der Angewandten Forschung EV, Germany
UH	Universiteit Hasselt, Belgium
ZRC SAZU	Znanstvenoraziskovalni Center Slovenske Akademije Znanosti In Umetnosti, Slovenia
GESIS	GESIS-Leibniz-Institut für Sozialwissenschaften EV, Germany
INNO	Innosystems Symvouleutikes Ypiresies Kai Efarmoges Pliroforikis Ypsilis Technologias Monoprosopi Idiotiki Kefalaiouchiki Etaireia, Greece

1 Executive Summary

INSPIRE is a €5 million project led by the Foundation of Open University of Catalonia and funded by Horizon Europe, the European Union's Research and Innovation programme. The project, launched in October 2022 and ending in September 2026, is implemented by a consortium of 14 partners from Europe (Austria, Belgium, Denmark, Germany, Greece, Hungary, the Netherlands, Poland, Slovenia, Spain) and Latin America (Argentina). The partnership reunites gender experts and practitioners from different universities and research centres with broad experience in institutions' structural changes.

INSPIRE's mission is to become Europe's sustainable centre of excellence, globally renowned for the quality of its research and analysis produced on inclusive gender equality in research and innovation. It brings together cutting-edge knowledge, ambitious policy approaches, and innovative practices to provide a gateway for scholars, equality experts, practitioners and trainers to connect and share resources, co-create new ones, and link strategically with public and private institutions to benefit the European Research Area.

The project addresses the current issues in the field, mainly the geographical and sectorial disparities in regard to GEP implementation, the low level of intersectionality, and the unconscious gender bias among decision-makers, through a combination of developing knowledge and providing concrete support in capacity building. INSPIRE's core actions include:

- Conducting a GEP monitoring survey throughout Europe that will shed light on the reasons behind GEP success and failure
- Filling key knowledge gaps on intersectional policies through case studies and analyses Creating 4 Knowledge & Support Hubs (KSHs) that will assist 12 communities of practice involving more than 95 institutions to facilitate the implementation of Gender Equality Plans in areas where progress has been slow or insufficient

> "INSPIRE aims to build up the knowledge base and provide support for inclusive gender equality plans, providing the know-how on how to take an intersectional approach to gender equality in research organisations"
>
> Rachel Louise Palmén, INSPIRE Coordinator and senior researcher at UOC
>
> "

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2 List of Acronyms

CA	Consortium Agreement
CALIPER	Linking research and innovation for gender equality
CASPER	Certficiaction-Award Systems to Promote Gender Equality in Research
CoE	Centre of Excellence
CoP	Community of Practice
CSOs	Civil Society Organisations
D	Deliverable
DEC	Dissemination and Communication
DESCA	Development of a Simplified Consortium Agreement
DG	Directorate General
EC	European Commission
EFFORTI	Evaluation Framework for Promoting Gender Equality in R&I
EIC	European Innovation Council
EIGE	European Institute for Gender Equality
EIT	European Institute of Innovation and Technology
ERA	European Research Area
EU	European Union
FeSTEM	Female empowerment in Science, Technology, Engineering, Mathematics in Higher Education
FP7	Framework Programme 7
GE	Gender Equality
GENDERACTION	GENDer equality in the ERA community To Innovate policy implementatioN
Gender STI	Gender Equality in Science, Technology and Innovation Bilateral and Multilateral Dialogues
GENPORT	An internal portal for sharing knowledge and inspiring collaborative action on gender and science
GEP	Gender Equality Plan
GRANteD	Grant Allocation Disparities from a gender perspective
HEIs	Higher Educational Institutions
HR	Human Resources
H2020	Horizon 2020
INSPIRE	European Centre of Excellence on Inclusive Gender Equality in Research and Innovation: Creating Knowledge and engaging in Collaborative Actions
KHs	Knowledge Hubs
KSHs	Knowledge and Support Hubs
LeTSGEPS	Leading Towards Sustainable Gender Equality Plans in research performing organisations
MINDtheGEPs	Modifying Institution by Developing Gender Equality Plan
NGOs	Non-Governmental Organisations
NLPs	Natural Language Processes
OECD	Organisation for Economic Cooperation and Development
ORE	Open Research Europe
Q&A	Question and Answer
QCA	Quantitative Comparative Analysis

RESET	Redesigning Equality and Scientific Excellence Together
R&I	Research and Innovation
RFOs	Research Funding Organisations
RPOs	Research Performing Organisations
ROL	Results Ownership List
SSH	Social Science and Humanities
STEM	Science Technology Enginnering and Maths
SPEAR	Supporting and Implementing Plans for Gender Equality in Academia and Research
SUPPORTER	SecUring sPORTS Education through innovative and inclusive Gender Equality Plans
TARGET	Taking a Reflexive approach to Gender Equality for Institutional Transformation
TARGETED-MPI	Transparent and Resilient Gender Quality Through Integrated Monitoring Planning and Implementation
UN	United Nations
UNESCO	United National Educational Scientific Organisation
UniSAFE	Gender-based violence and institutional responses: Building a knowledge base and operational tools to make universities and research organisations safe
WHO	World Health Organisation
WMO	World Meteorological Organisation
WP	Work Package
WWF	World Wide Fund for Nature

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5 Dissemination Plan

5.1 Dissemination objectives

INSPIRE aims to build a European Centre of Excellence and promote innovative practices. The development of Knowledge and Support Hubs (KSHs) is expected to support the Communities of Practice on their path to develop inclusive Gender Equality Plans. Through the establishment of 4 Knowledge and Support Hubs (KSHs) and the involvement of 95 institutions, INSPIRE aims to reduce disparities across Member States and promote inclusivity in gender equality by exchanging knowledge and best practices.

INSPIRE's dissemination strategy is built to support and maximise the visibility of the project, the impact of Centre of Excellence, and the sustainability of its results and services beyond the lifetime of the project. Whereas communication actions take place throughout the project, starting from the beginning, dissemination actions result from specific project outcomes.

Five major dissemination objectives have been identified:

- Inter-institutional acknowledgement of the CoE and cooperation on advancing gender equality in science in Europe

- Sustainable multistakeholder engagement with interdisciplinary objectives to promote system-level change

- INSPIRE sustainability mechanisms are tested, valorized and validated by external stakeholders

- Widespread recognition and use of INSPIRE training and support services, including the matchmaking capacity for GEP-development and the customized provision of expertise and training

To achieve these goals, INSPIRE will identify the key target groups and utilise various online and offline tools to convey better its messages, knowledge and practices fostering innovation and change in the public and private sector.

5.1.1 Target groups

It is of strong interest to the project and its partners to promote its training services and support packages and further disseminate its results to a community as wide as possible – although being focused on main target groups in order to reach the objectives of dissemination and exploitation.

Main groups include:

- Core: HEIs, RPOs, RFOs; GE practitioners/officers/advisors; HR staff, especially trainers, experts, consultants or mentors, the so-called "Change Catalysts"

- Gender Equality associations/institutions/centres/working groups (IEEE Women in Engineering, EIGE, FEMM committee); Civil society: NGOs and CSOs (women rights & advancement, intersectionality, human rights, disability, integration); women's networks, societies in science and engineering

- Academia/knowledge science stakeholders: SSH, STEM, Gender Studies (including PHD students and researchers in gender studies, intersectionality, social sciences), science publishers & organisations dedicated to curating evidence

- Ongoing and future projects (see list of past/ongoing projects in the 2.1.8 section)

- Private/business sector: international enterprises (**with proven gender equality practices**), collective associations and professional bodies; open Innovation industry-research networks, women entrepreneur's groups

- GE/ R&I/ employment policymakers/ decision makers (local, regional, EU, global level).

INSPIRE has also mapped specific stakeholders and networks that belong to these specific target groups.

5.1.2 Stakeholders and networks

The main objective of engaging with stakeholders and networks at national, European and international level is to develop, enhance, continuously maintain and empower our Centre of Excellence (CoE) which will work as a gateway to scholars, equality experts, practitioners and trainers. By ensuring its sustainability, the CoE will be a major link with EU public and private institutions and beyond.

Below is the list of stakeholders and networks with which INSPIRE aims to follow and build potential synergies with.

Table 1. Civil society

Name	Link
Human Consultancy	Home - Human European Consultancy (humanconsultancy.com)
IEEE Women in Engineering	IEEE - IEEE Women in Engineering
European University Association	EUA
Young European Research Universities Network	Yerun - Young European Research Universities Network

The Young Universities for the Future of Europe	https://yufe.eu/
Science Europe	https://www.scienceeurope.org/
Equality Working Goup of the Xarxa Vives d'Universitats	https://www.vives.org/xarxa-vives-qui-som/estructura-organitzativa/comissions-i-grups-de-treball/#1552501509954-66f94973-a42a
Gender Policies Working Group of the non-profit association of Spanish universities	https://www.crue.org/comision-sectorial/sostenibilidad/
Global University network for Innovation	https://www.guninetwork.org/about-guni-0
GWL Voices for Change and Inclusion (advocacy group for multilateralism and gender equality made up by the voices of 62 Global Women Leaders)	https://gwlvoices.com/
International Association of Universities	https://www.iau-aiu.net/
Spanish Network of Gender Equality Units for University Excellence	https://www.uv.es/ruigeu/es/red-unidades-igualdad-genero-excelencia-universitaria-ruigeu.html
Plataforma Universitaria de Estudios Feministas y de Género (Spanish University Platform for Feminist and Gender Studies)	https://plataformaeufem.com/
PRISMA (Association for Affective-sexual and Gender Diversity in Science, Technology and Innovation)	https://linkr.bio/PRISMACiencia
International Network of Women Engineers and Scientists	INWES – www.inwes.org
At Gender	Atgender | Faculty of Humanities
European Platform of Women Scientists	Home • European Platform of Women Scientists EPWS

Observatori Dona, Empresa i Economia (Women, Business and Economy Observatory)	https://www.donaempresaeconomia.org/sobre-nosaltres/qui-som/
EASE	Home page - EASE : EASE
When equality	WHEN, speeding up equity in Higher Education (whenequality.org)
European Network against racism	Home - European Network Against Racism (enar-eu.org)
Graduate Women in Science	Graduate Women In Science (gwis.org)
Association of Women Researchers and Technologists	https://amit-es.org/
Barcelona Biomedical Research Parc, Equality, Diversity and Inclusion Committee	https://express.adobe.com/page/hG4YfjkUlnWO6/
Barcelona Activa (Barcelona's local economic development agency)	https://www.barcelonactiva.cat/en/get-to-know-barcelona-activa
Catalan Association of Public Universities	https://www.acup.cat/en
Catalan Department of Equality and Feminisms (Government of Catalonia)	https://igualtat.gencat.cat/ca/inici
Catalan Women's Institute (Government of Catalonia)	https://dones.gencat.cat/ca/inici
Coalition for Advancing Research Assessment	https://coara.eu/
Woman in Science Committee of the Inter-University Council of Catalonia	http://sac.gencat.cat/sacgencat/AppJava/organisme_fitxa.jsp?codi=18144
Women and Science Committee of the Spanish National Research Council	https://www.csic.es/en/csic/gender-equality-science/women-and-science/women-and-science-committee-organization
50a50 (non-profit association of the Women, Business, and Economy	https://www.50a50.org/en/

Observatory of the Barcelona
Chamber of Commerce)

Table 2. Governmental bodies and GE policy makers (national,EU,global)

Name	Link
European Institute for Gender Equality	European Institute for Gender Equality | European Institute for Gender Equality (europa.eu)
Joint Centre for EU Research and Innovation	Research and innovation – EU action | European Union (europa.eu)
European Innovation Council	European Innovation Council (europa.eu)
DG for Justice and consumers	DG JUST - DG for Justice and Consumers | Knowledge for policy (europa.eu)
DG for Education and Culture	DG EAC - DG for Education and Culture | Knowledge for policy (europa.eu)
Council of Europe – Gender Equality Team	Home - Gender Equality (coe.int)
Committee on Women's Rights and Gender Equality	Highlights | Home | FEMM | Committees | European Parliament (europa.eu)
EU Science Hub	EU Science Hub homepage (europa.eu)
EUROSTAT	Home - Eurostat (europa.eu)
UN Women	Welcome | UN Women – Headquarters
WHO	Sustainability practices at WHO

UNESCO	Home | UNESCO
Ministry of Education (Spain)	Home | Ministerio de Educación y Formación Profesional (educacionyfp.gob.es)
Spanish Women's Institute (Spanish Ministry of Equality)	https://www.inmujeres.gob.es/
Ministry of Labour (Spain)	Homepage. Ministry of Labour and Social Economy (mites.gob.es)
Department of Research and Universities (Government of Catalonia)	https://recercaiuniversitats.gencat.cat/ca/inici
Women and Science Unit and Equality Unit of the Spanish Ministry of Science and Innovation	https://www.ciencia.gob.es/en/Secc-Servicios/Igualdad/Unidad-de-Mujeres-y-Ciencia.html
Ministry of Education (Netherlands)	Ministry of Education, Culture and Science | Government.nl
Ministry of Education (Belgium)	Education in Flanders | Vlaams Ministerie van Onderwijs en Vorming (vlaanderen.be)
Ministry of Education (Germany)	Bundesministerium für Bildung und Forschung - BMBF
Ministry of Education (Argentina)	Ministerio de Educación | Argentina.gob.ar

Table 3. Business/working networks and international enterprises

Name	Link
European Labour Authority	Home | European Labour Authority (europa.eu)
Centre for International Private Enterprise	We Are CIPE - Center for International Private Enterprise
European Institute of Innovation and Technology	European Institute of Innovation & Technology (EIT) (europa.eu)
EIT Women	Women @ EIT | A strong female EIT network (womeneit.eu)
WEgate – EU Gateway for women's entrepreneurship	WEgate
Enterprise Europe Network	Enterprise Europe Network | Enterprise Europe Network (europa.eu)
Erasmus Centre for Women and Organisations	Erasmus Centre for Women and Organisations - Rotterdam School of Management, Erasmus University (rsm.nl)
European Observatory of Working Life	EurWORK European Observatory of Working Life | Eurofound (europa.eu)
European Monitoring Centre of Change	EMCC European Monitoring Centre on Change | Eurofound (europa.eu)
Allianz	International Health Insurance | Allianz Care Official Site
BNP Baribas	BNP Paribas | Ma banque en ligne
ING	ING global company website

		ING
Diageo	Discover Diageo	Diageo
Admiral Group	Our Business	Admiral Group plc

Table 4. Other stakeholders to consider

Name	Link
EIC gender actions (RFO)	EIC Women Leadership Programme (europa.eu)
NordForsk (RFO)	NordForsk	NordForsk
LINO (RFO)	Titulinis	Lino (lmt.lt)
FRQ (RFO)	Home - Fonds de recherche du Québec - FRQ (gouv.qc.ca)
GISTeR (RPOs)	GISTER 젠더혁신연구센터
Diversity and Inclusion Team of University of Edinburg	Equality, Diversity & Inclusion	The University of Edinburgh
Gender Equality Team Aachen University	Promotion of Equality - RWTH AACHEN UNIVERSITY - English (rwth-aachen.de)
Inclusion Committee of Hasselt University	Inclusive organisation- UHasselt
Gender Equality Team of Sheffield	Gender equality	Inclusion	The University of Sheffield

5.1.3 Dissemination phases

INSPIRE's Dissemination, Exploitation and Communication (DEC) strategy and activities are tailored and directed to enhance the outreach capacities and maximise the impact of INSPIRE's work and results right from the start.

Three main phases run throughout INSPIRE to extend beyond the project's lifetime. In every phase, the project will target different audiences with tailored dissemination/communication objectives, using appropriate messages, channels, and tools (developed under D7.1).

Phase I: focus on raising awareness of the project, developing strategic alliances and engaging with other stakeholders/institutions beyond our consortium (M1-M48)

Phase II: focus on promoting and sharing knowledge of our Knowledge Hubs and Communities of Practice (M4-M48)

Phase III: focus on tailoring our sustainability plan and engaging with major stakeholders and policy makers to disseminate better the project's outcomes (M8-M48 and beyond).

Table 5. Dissemination phases

I. LAUNCH, branding and promotion of INSPIRE & STRATEGIC alliances, widening countries engagement and collaborations with other GE initiatives (M1-M48)
Launch and continuous sponsorship of INSPIRE and its CoE. Distinctive visual identity developed (M6) and promotion of the CoE through existing networks, events, and the INSPIRE Conferences (M11 & M46). Promotional events organized in EU universities, including Widening Countries, to bridge collaborations between academia, the CoE and its CoPs. Awareness raising, and engagement of strategic stakeholders are executed to create a strong community and anchor CoE's name in the field. Synergies established with other running projects, initiatives (e.g., CL2 projects, EIT kicks, ERA Chair, Teaming and Twinning schemes, open science & science engagement CSAs), GE centres of research and associations as well as specific platforms, EU agencies, businesses and NGOs/CSOs to involve them during project implementation - where relevant.
Messages/results of interest: a) INSPIRE: An independent, reliable and trusted centre of GE knowledge and support, complementing EC's, EIGE's work and providing expert support, community building, a learning hub, and evidence-based practices. **b)** INSPIRE will guarantee cross-sectoral integration of CoE's work by cooperating with other projects and initiatives and widening countries' institutions, learn from others and favour progress into the EU R&I field by channelling new knowledge across its strategic domains, detecting emerging topics and providing expert support through portfolio services to widening countries and beyond.

Target groups: GE associations and institutions (**IEEE Women in Engineering, EIGE**), GE centres and Working Groups (**FEMM committee; ERAC-SWGGRI**), institutions and networks already working on intersectionality aspects (**Council of Europe**, **European Network Against Racism**); ongoing and future projects (see list of past/ongoing projects); EC institutions and agencies; Pan-European Research Infrastructures; networks of equality and diversity officers, women entrepreneurs' groups (**EIT Women** & **Girls in STEM Forum**); business, enterprises, collective associations and professional bodies; Not-for-profit/gender-relevant CSOs; HEIs, RPOs, RFOs;	**Tools & Channels:** partners participate in **seminars**, **conferences**, **webinars**, and give **interviews** to promote INSPIRE. Existing and partner **networks** and **social media** will be mobilized to spread the word. INSPIRE database of experts and institutions will be leveraged as well. Projects and initiatives will be engaged via **direct e-mails**; INSPIRE can rely on partner's long-lasting participation in FP7 & H2020 GE projects. Furthermore, INSPIRE **Conferences**, **national and EU events**, **social media,** the **project website** will be utilized to build alliances. Joint **social media campaigns** will be organized in several EU languages,

general articles and advertisements, news spread via **newsletters/blog posts**, specialized **media outlets** and **business magazines**. INSPIRE **'Unplugged'** dialogue series (**T2.4**) will provide a platform to be maximised on the blog.

II. SCIENTIFIC knowledge and good practices exchange via CoPs and Knowledge & Support Hubs (M4-M48 and beyond the end of the project)

Open, wide dissemination of scientific knowledge and good practices to advance knowledge spread. Facilitating knowledge flows from KHs & CoPs to research and practitioner target groups about results stemming out of research WPs for strategic dissemination.

Messages/results of interest: Spreading state-of-the-art research results on comprehensive maps across the 4 strategic domains; widening participation, deepening/sustaining change, intersectionality; innovation/ private sector new valorisations; data & indicators & tools (GEP monitoring survey contributions; comparative case-study research; GEAM tool for GEP audit); foresight research on emerging topics. Messaging about value-adding practices. Good practices for EU RFOs, RPOs, HEIs (also in widening countries) from top-notch EU CoP experts.

Target groups:

- Knowledge Science stakeholders: Publishers, HEIs, RPOs and RFOs, Research Managers, PhD students and researchers in gender studies, intersectionality, social sciences, etc.;
- Practitioners and Gender Equality Stakeholders: (SHE Figures, Existing CoPs, new CoPs, Gender in science offices and committees, Women scientists' organizations, Gender lobbies, Gender equality practitioners/ officers & advisors & HR, Migration and refugees, Disability, Sexual orientation and gender identity)
- Umbrella organisations; EC and its agencies, international bodies and government representatives.

Tools & Channels: INSPIRE scientific resources disseminated via **presentations** at **conferences**, **national and EU events**, **scientific articles** published on the **project website; open access publications in SSH high ranking journals; PhD thesis; articles** published in local/EU media outlets and **advertisements**, **news** spread through **newsletters/blog posts**, etc. INSPIRE will also use **GenPORT, EOSC** and **Open Research Europe** for wide dissemination. Furthermore, INSPIRE will **publish 2 books** on scientific knowledge and good practices. Good practices will be disseminated through networks, including 8 functioning CoPs of 132 institutions from the ACT project + 12 new CoPs created through INSPIRE, other H2020 projects, **events** in universities, **newsletters**.

III. INSTITUTIONALIZATION through sustainability measures and policy dialogue (M8-M48 and beyond the end of the project)

Outputs prepared for scientific and technological advancement as well as market deployment. Market research conclusions and business planning for developing a comprehensive sustainability plan (**D7.3**). Private & public actors invited to test the validity and sustainability of proposed

solutions. Tailored measures used to encourage policy dialogue and convey evidence to policymakers.

Messages/results of interest: easy to access and free of charge training units and support packages; capacity building for development and implementation of GEPs to meet HE eligibility criteria. Evidence for policymakers to continue policy dialogue and advance policy-making in the field.

Target groups: Patent/IP/knowledge transfer and utilisation specialist, Open Innovation industry-research networks, organisation using evidence/knowledge for development and sustainability (**UN, WHO, UNESCO, OECD, WWF, WMO**); NCPs; Governmental sector / Policy stakeholders (GE in R&I national policy makers, Education & training policy makers, Science & education ministries, Gender equality policy makers, Inclusion/Equalities policy makers, Employment policymakers, Statistical offices e.g **EUROSTAT, SHE Figures, EC.**	**Tools & Channels:** promotion of INSPIRE service portfolio (training units and support packages) via **advertisements**, paid ads on **social media**, **strategic agreements**; **direct mailing**, information spread through existing and new projects, EU and global-level dissemination platforms; **CoE Network of Strategic Alliances.** Policy-related outputs disseminated via **policy workshops & EU events. INSPIRE Q&A ask the Expert** targeted to Policy Makers (**T7.5**).

5.1.4 Open Science Practices

INSPIRE implements open science practices in a systematic way that includes research methods, participatory involvement of all stakeholders, as well as publication and dissemination of outcomes. Many project deliverables are released in versions, indicating that development cycles are open and continuous, using a well-defined framework for open data, software, documentation and reproducibility.

First, as described in WP5, the integration of existing sites (GenPORT, INSPIRE main site) with the leading repository for Open Science in Europe – Zenodo hosted at CERN - will provide a consistent referencing system for all outputs of the project, including deliverables, data, scripts for data processing, software tools, training units, GEPs, and other.

Second, open (software) tools will be rigorously used along all stages of the research cycle, from initial design, data gathering and post-processing, to analysis and publication of results. The R Project for Statistical Computing (https://www.r-project.org/) provides powerful tools covering all stages of the research cycle (for an overview see: https://ropensci.org). INSPIRE will make use of R packages for NLP topic modeling (tm package), and QCA analysis (QCA-R package) in particular, in addition to standard packages for statistical analysis in general. R also provides an integrated environment for transparently documenting data post-processing/cleaning steps as well as documentation of result data sets (as R-packages). Releases of data sets are available across INSPIRE sites (incl. repository, website, GenPORT). Developed software tools (e.g., web-crawling), data sets (e.g., GEP monitoring) and analysis scripts (e.g., GEAM, QCR) are also made available through Github (https://github.com/ the largest source code host online) for open, collaborative development of software to encourage

uptake and enable transparent, participatory error fixing.

Third, supporting services and infrastructure make use of open-source software and tools. This includes the LimeSurvey platform, an open-source solution for carrying out online surveys. Open Project and Nextcloud offer open-source platforms for project management and shared file storage. Drupal, a leading Content Management System to build the services of the main INSPIRE site, is open source. Support services such as reporting templates to generate descriptive statistics for GEAM data are hosted on Github (e.g., see https://github.com/actongender/geam-report) to encourage collective ownership and sustainable uptake. Training units (e.g., on statistical analysis), toolkits will be made available in editable formats (ppts, docx, markdown, latex, etc.) rather than closed files (pdf) only. Fourth, we reserve 24000€ for publication in open access. In addition, pre-prints of articles will be made available via the INSPIRE Zenodo account. Internal quality peer-to-peer review mechanisms are established.

Last but not least, INSPIRE will create KSHs as a central pillar for involving all relevant knowledge stakeholders into the co-creation of research and support instruments. Research results are converted to effective tools for change through 4 co-creation workshops, while support packages are defined and piloted in conjunction with KSH and CoP members.

5.1.5 Data management issues

Intellectual property rights, data and project outputs are defined in the Consortium Agreement (CA), in accordance with DESCA, a dedicated Data Management Plan T1.3 (FUOC/GESIS) and overall ethical guidelines produced by ZRC-SAZU in T2.3.

All outputs (data, publications, tools, etc.) from INSPIRE will be licensed under a Creative Commons BY-NC-SA (https://creativecommons.org/licenses/by-nc-sa/4.0/), to encourage free re-usage, copying and distribution of content. This license allows to distribute, remix, adapt, and build upon the material in any medium or format for noncommercial purposes only, and only so long as attribution is given to the creator and the re-mixed content is also shared under CC-BY-NC-SA.

6 Communication Plan

6.1 Channels and tools

6.1.1 Website

The **INSPIRE website** will be at the core of all communication activities. It will aggregate all relevant information about the project: its mission and objectives, the partners, the methodology, and the key results. The website will be regularly updated to reflect the latest results, achievements, and activities of the project. It will mirror the visual identity developed for the project and its functionalities will make it easy to navigate for different types of users. Particular attention will be given to its accessibility. In terms of structure, the website will have the following pages:

a) An **About** page providing information on the mission behind the project while listing its partners and sister projects

b) A **Knowledge** page providing information on the four Knowledge & Support Hubs, methodology, and the research activities planned within the framework of INSPIRE

c) A **Support** page detailing the tools that will be developed in the project to help organisations become more inclusive

d) A **Policy** page listing the project's future contributions to gender policies

e) A **News & Events** page providing updates on recent developments in the project, with the help of the project partners

f) A **Contact** page with contact details of the Project Coordinators and the managers in charge of the dissemination and communication work of the project

Together with the partners' input and contribution, the icons and the illustrations have carefully selected and designed, so that the final result is diverse, human and inclusive.
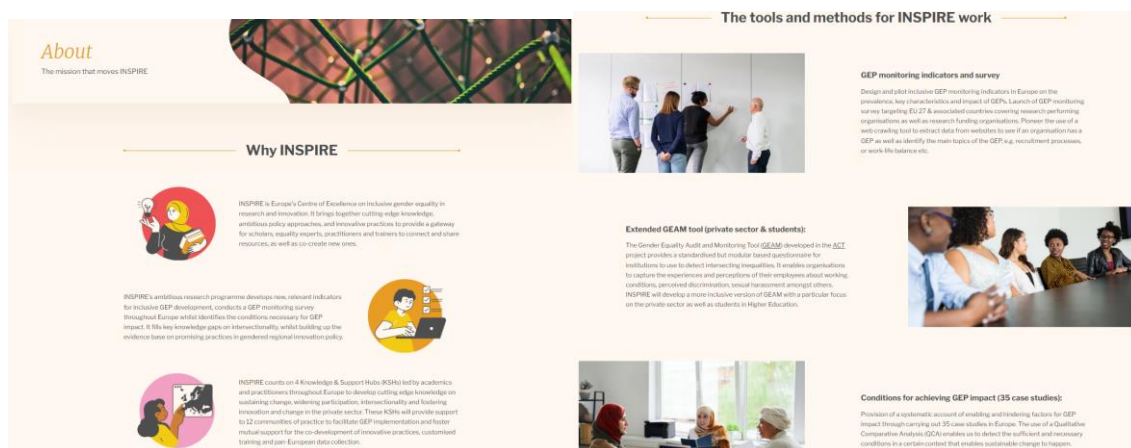

Picture 1. Website: About and Knowledge pages

6.1.2 Graphic design

A distinctive visual identity was created for INSPIRE by the design team of Europa Media, with the active involvement and support of the project coordinators and an advisory group. Brand guidelines were provided to help project partners in their own communication efforts and ensure cohesiveness across all communication activities. Various Microsoft templates were created as well (Word, PowerPoint) to match the visual identity of the project, which will be reflected also in the dissemination materials that will be created: roll-ups, posters, flyers, visuals, infographics, GIFs.

Picture 2. Graphics (example1)
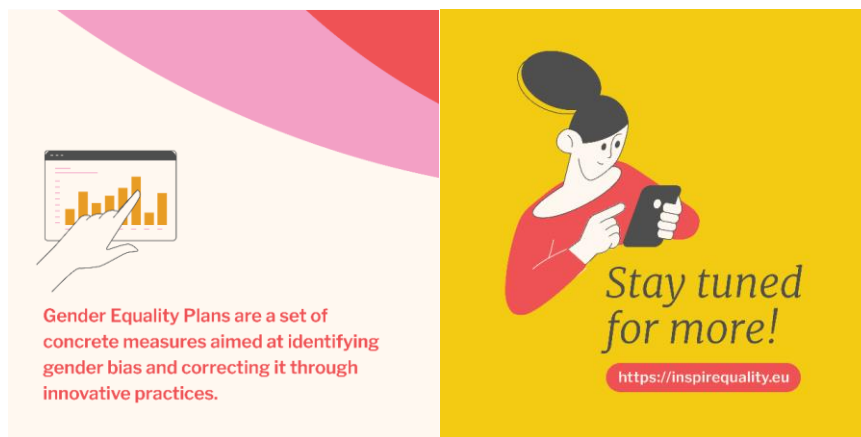
Picture 3. Graphics (example2)

Picture 4. Graphics (example3)

6.1.3 Dissemination materials

Several dissemination materials will be created to help increase the visibility of INSPIRE and introduce the project to new audiences. These materials will reflect the visual identity of the project and will be created by Europa Media within the first 6 months of the project. The dissemination materials that will be produced are the following:

- A **package of e-templates** for internal use (Word, PowerPoint, Excel)

- A **package of e-templates** for external use (Word, PowerPoint, Excel)

- A **project flyer** in both digital and printed format

- A **project roll-up** in both digital and printed format

- A **project poster** in both digital and printed format

- **Infographics** to showcase key data and results of the project

- **Fact sheets** to illustrate the project's case studies

- **Visuals and GIFs** to be integrated into social media posts

Picture 5. Flyer Mockup
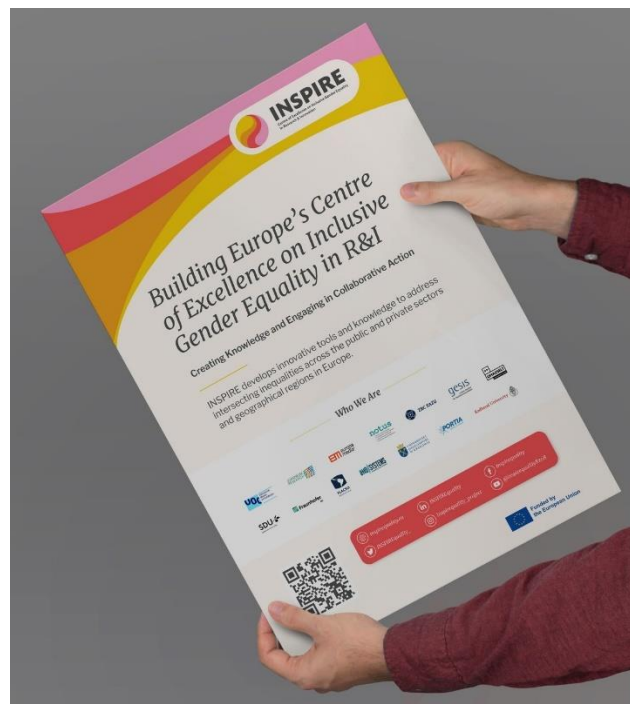
Picture 6. Poster Mockup
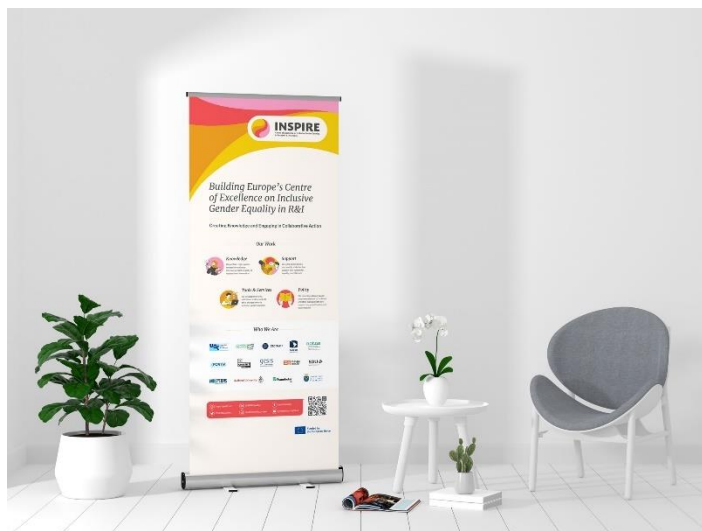
Picture 7. Roll up mockup

Picture 8. Business cards

6.1.4 Social media channels

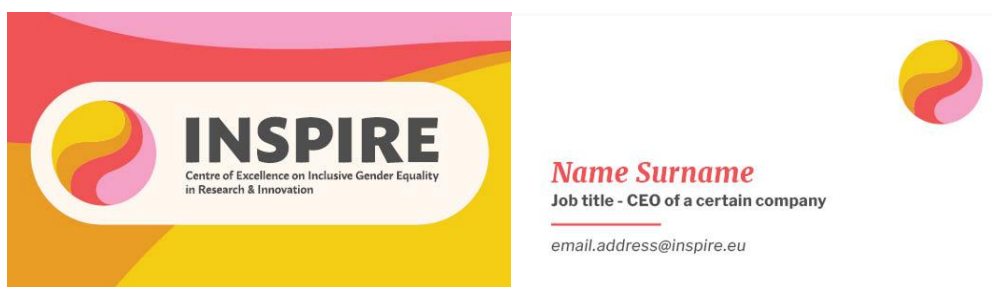Given its potential to reach wide audiences, social media plays a critical role in the communication strategy of INSPIRE. Five social media accounts were created to maximise the visibility of the project: LinkedIn, Facebook, Twitter, Instagram, and YouTube.

The social media channels will be updated regularly, and they will help to:

- Promote the project's mission, activities, and key results to non-specialist audiences

- Spread key messages and objectives

- Join targeted campaigns to raise awareness of specific issues related to gender equality and inclusivity

- Identify and engage initiatives, organisations, and professionals active in the fields of gender equality, diversity and inclusion, intersectionality, etc.

- Connect and establish collaborations with sister projects and other relevant initiatives

- Initiate conversations around the project's mission

To aid in enhancing the project's visibility, specific hashtags will be used. Examples include, but are not limited to: #INSPIREquality, #INSPIRE, #INSPIREproject, #HorizonEU, #HorizonEurope, #GenderEquality, #GenderEqualityPlans, #GenderEqualityForAll, #SupportGenderEquality, #GenderEqualityProject, #inclusive, #inclusivity, #inclusiveness, #inclusion, #diversity, #intersectionality, #intersectional.

LinkedIn
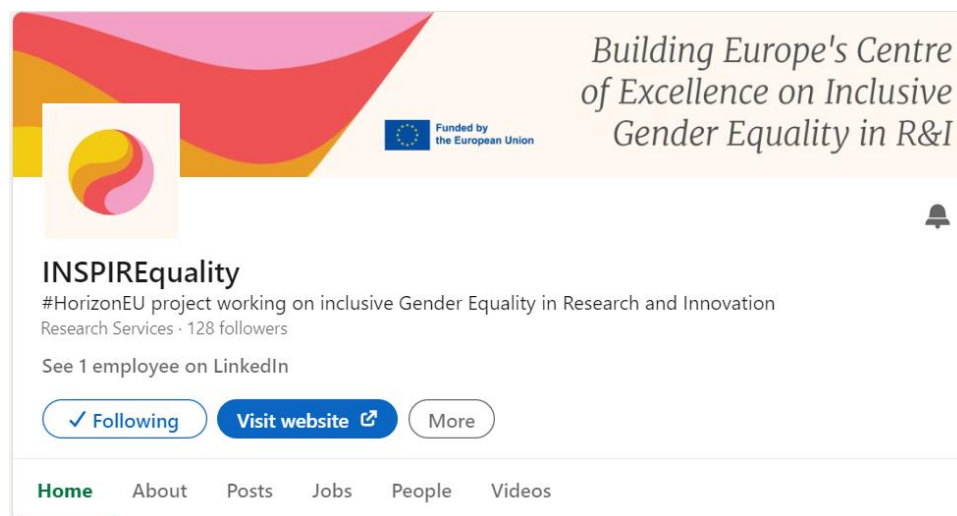
Picture 8. LinkedIn profile

- **Link:** https://www.linkedin.com/company/inspirequality/

LinkedIn is a social network for professionals in search of new opportunities and connections within their field of work and expertise. This translates into a more formal style of communication, with fewer hashtags and emojis compared to other platforms. LinkedIn also allows for longer posts since the character limit is 3000. In INSPIRE, LinkedIn posts will be created twice per week to share news, updates, articles, promote publications and resources developed in the project, and engage in discussions with other users.

Twitter

Picture 9. Twitter profile

- **Link:** https://twitter.com/INSPIREquality_

Twitter is a social network best known for its short messages: the platform only allows for a maximum of 280 characters. It is a particularly powerful and useful tool when it comes to engaging with EU institutions and organisations, as well as national and regional authorities, since they are highly active on Twitter, having one or even multiple accounts from which they post regular updates. On Twitter, information is condensed into short messages accompanied by emojis, pictures or videos, hashtags, links. Hashtags are a trademark of Twitter, being put in front of keywords to help users find tweets related to a particular topic. The average lifespan of a tweet is quite short, which is why frequent sharing is recommended. Tagging other accounts is also a best practice on Twitter, since it allows the account that was tagged to reshare the post and help boost its visibility and even engage new followers.

Facebook

Picture 10. Facebook profile

- **Link:** https://www.facebook.com/inspirequality

While its popularity has slightly decreased in recent years, Facebook is still being used by more than 2 billion users around the globe, which makes it a powerful tool to spread a message and reach wide audiences. Facebook is more heterogenous in terms of content and has a generally less formal style of communication. Hashtags can also be used. The INSPIRE Facebook profile will serve to share relevant news and updates about recent developments in the project, promote the tools and services developed, and raise awareness of the project mission.

Instagram
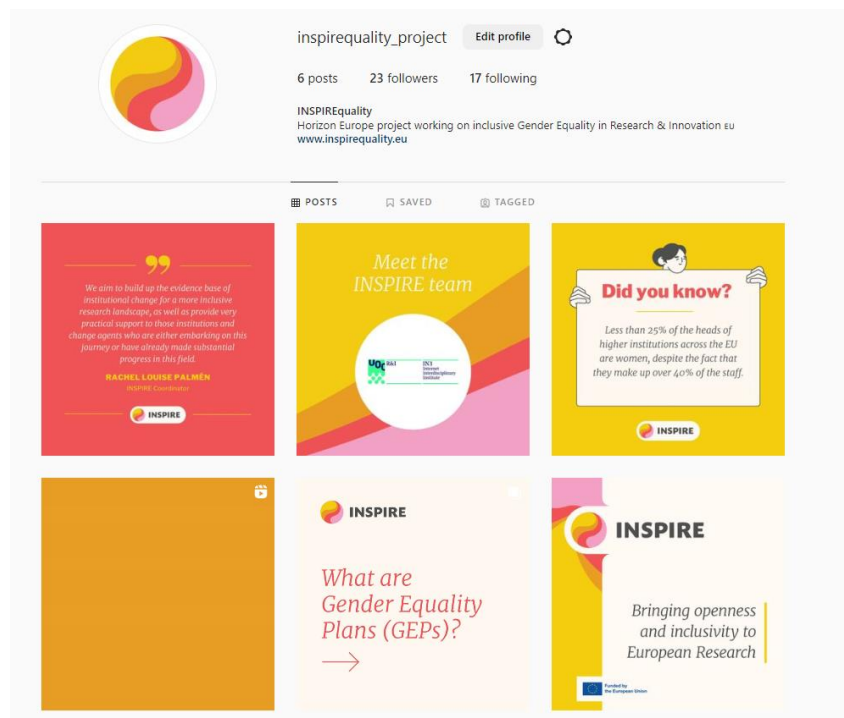
Picture 11. Instagram profile

- **Link:** https://www.instagram.com/inspirequality_project/

Instagram is a highly visual platform, prioritising media content (pictures, videos) over text. Posts on Instagram are visually appealing to attract likes and followers and they are accompanied by engaging messages. Hashtags are also widely used on Instagram and tagging other accounts is good practice. On its Instagram page, INSPIRE will feature visuals that will reflect the visual identity of the project to accompany the news, resource, or event that are being promoted.

YouTube

Picture 12. YouTube profile

- **Link:** https://www.youtube.com/channel/UComMLC_U3udodfctkhOIcGA

YouTube is the most popular platform for online video sharing, counting over one billion users across the globe, which makes it a great dissemination tool for any type of video content. INSPIRE will use its YouTube channel to share video content (short clips from events, interviews with project partners, collaborators, and other stakeholders) promoting the project and its activities.

6.1.5 Press and media

INSPIRE will work on building and expanding its media outreach with the help of the project partners. By establishing strong connections with various media outlets, including national and local newspapers, online publications, TV channels, radio, etc., the project's activities and outcomes will reach wider audiences. The press and media strategy will complement the social media strategy.

At the beginning of the project, the INSPIRE team will jointly work on mapping out media outlets that are relevant to the project and could help with its dissemination.

Table 6. Media outlets

Name	Link
Radio Slovenia	Radio Slovenija - RTV SLO
Newspaper Delo	Delo
Times Higher Education	Ben Upton	Times Higher Education (THE)
BR24	Jeanne Turczynski	BR24	BR.de
Gazeta Wyborcza	Wyborcza.pl - Najświeższe wiadomości od Gazety Wyborczej
Newsweek Nauka	https://www.newsweek.pl/zdrowie-i-nauka/nauka
Polityka	https://www.polityka.pl/tematy/FE-dla-nauki-w-Polsce
Oko.press	https://oko.press/
Science in Poland	https://scienceinpoland.pl/en
Nauka I Biznes	https://nib.com.pl/

Radio Kraków	https://www.radiokrakow.pl/
Polish Radio Program 3	https://trojka.polskieradio.pl/
Tok FM	https://www.tokfm.pl/Tokfm/0,0.html
The Conversation	https://theconversation.com/es
AlphaGalileo	https://www.alphagalileo.org/en-gb/AlphaGalileo/About-us
EurekAlert	https://www.eurekalert.org/
El periódico	https://www.elperiodico.com/es/
La Vanguardia	https://www.lavanguardia.com/
El País	https://elpais.com/
Radio Nacional de España – A media mañana	https://www.rtve.es/play/audios/a-media-manana/
Radio nacional de España – No es un día cualquiera	https://www.rtve.es/play/audios/no-es-un-dia-cualquiera/
elDiario	elDiario.es - Noticias de actualidad - Periodismo a pesar de todo
elMundo	EL MUNDO - Diario online líder de información en español
elConfidential	El Confidencial - El diario de los lectores influyentes
Europa Press	Europa Press - Agencia de noticias
Agencia EFE	Agencia EFE
Radiotelevisión Española	Noticias de última hora, programas y series de televisión - RTVE.es

Cadena SER	[Cadena SER: Noticias y Radio Online](#)
Antenna 3	[Antena 3: Últimas noticias, series y programas](#)

A press release was sent out across existing platforms, networks, news portals, mailing lists announcing the launch of the project; additional press releases will be sent out throughout the project to promote specific milestones and achievements.

Table 7. Press releases published by partners

Press release	Link
Information about INSPIRE project	https://socjologia.uj.edu.pl/nauka/badania-i-projekty/realizowane
Post on facebook account of Institute of Socjology of the Jagiellonian University	https://fb.watch/jaliq9bF95/
Tweet abou INSPIRE project	https://twitter.com/ACTonGEinCEE/status/1629100863305154561
Tweet about INSPIRE project presentation at GEinCEE CoP meeting	https://twitter.com/ACTonGEinCEE/status/1629230213195235330
Information about the INSPIRE project kick-off meeting addressed to the academic community and the general public – UOC Agenda	https://www.uoc.edu/portal/en/agenda/2022/agenda_513.html
Press release about the INSPIRE project start – UOC News	https://www.uoc.edu/portal/en/news/actualitat/2022/265-inspire-gender.html
Media article about the INSPIRE project launch – INNOVA SPAIN	https://www.innovaspain.com/inspire-uoc-igualdad-en-la-investigacion/
Media article about the INSPIRE project launch – SOZIABLE.ES	https://www.soziable.es/precariedad-laboral-y-brecha-de-genero-educacion-superior
Media article which includes a reference to the	https://www.elperiodico.com/es/sociedad/20221

INSPIRE project launch – EL PERIÓDICO	028/uoc-estrena-hub-tecnologico-22-77847406
Media article which includes a reference to the INSPIRE project launch – MURCIA.COM	https://www.murcia.com/nacional/noticias/2022/10/28-el-presidente-aragons-y-el-rector-planell-inauguran-el-nuevo-edificio-de-investigacion-de-la-uoc-en.asp
Media article about the INSPIRE project launch – EurekAlert	https://www.eurekalert.org/news-releases/969236
Media article about the INSPIRE project launch - Pharmatech	https://www.pharmatech.es/noticias/20221026/uoc-coordinara-nuevo-centro-excelencia-europeo-igualdad-genero-investigacion
Media article about the INSPIRE project launch – Industria Química	https://www.industriaquimica.es/noticias/20221026/uoc-coordinara-nuevo-centro-excelencia-europeo-igualdad-genero-investigacion
Media article about the INSPIRE project launch – Alpha Galileo (online, Latin America)	https://www.alphagalileo.org/en-gb/Item-Display/ItemId/226520?returnurl=https://www.alphagalileo.org/en-gb/Item-Display/ItemId/226520
Media article about the INSPIRE project launch – Alpha Galileo (online, Europe)	https://www.alphagalileo.org/en-gb/Item-Display/ItemId/226521?returnurl=https://www.alphagalileo.org/en-gb/Item-Display/ItemId/226521
Media article about the INSPIRE project launch – MURCIA.COM	https://www.murcia.com/nacional/noticias/2022/10/26-la-uoc-coordinara-un-nuevo-centro-de-excelencia-europeo-de-igualdad-de-genero-en-la-investigacion.asp
Media article about the INSPIRE project launch – LA REPÚBLICA	https://www.larepublica.cat/minut-a-minut/la-uoc-coordinara-un-nou-centre-dexcellencia-europeu-digualtat-de-genere-en-la-recerca/
News – announcement (NOTUS website)	https://notus-asr.org/en/inspire-european-centre-of-excellence-for-inclusive-gender-equality-in-research-and-innovation/
INSPIRE has been presented at the III Symposium on Feminisms, organised by the University of Malaga (UMA)	https://www.uma.es/unidad-de-igualdad/info/139670/iii-simposio-dimensiones-de-lo-femenino/

6.1.6 Partners' websites

The project consortium will join INSPIRE's communication efforts and will help promote the project on their own websites and platforms.

Table 8. Partners' website

Project partner	Website
Fundació per a la Universitat Oberta de Catalunya	https://www.uoc.edu/portal/en/universitat/organitzacio/fuoc/index.html
JOANNEUM RESEARCH	https://www.joanneum.at/en/
Fraunhofer Institute for Systems and Innovation Research ISI	https://www.isi.fraunhofer.de/en.html
Jagiellonian University	https://en.uj.edu.pl/
NOTUS: Applied Social Research	https://notus-asr.org/en/home/
GESIS Leibniz Institute for the Social Sciences	https://www.gesis.org/en/institute
Europa Media	https://europamedia.org/
Portia	https://portiaweb.org.uk/
Radboud University	https://www.ru.nl/en
University of Southern Denmark	https://www.sdu.dk/en
Hasselt University	https://www.uhasselt.be/nl
ZRC SAZU	https://www.zrc-sazu.si/
FLACSO Argentina	https://www.flacso.org.ar/
INNOSYSTEMS	https://www.innosystems.gr/

6.1.7 Events

During the project's lifetime, INSPIRE will organise two conferences; one in Budapest (M12) organised by EM and the other in Brussels (M46) by Portia. The event in Budapest will focus on enhancing the project's visibility and creating a stable basis of cooperation with experts in the field. The event in Brussels (Final conference) will disseminate the project's results to expert audiences.

Besides the events that will be organised at the project level, partners are highly encouraged to join other events relevant to INSPIRE's objectives.

Whenever possible, INSPIRE partners will take part in events (workshops, webinars, seminars, conferences, meetings, interviews) and introduce the project and its mission to new audiences, building alliances and partnerships along the way. These events can be conducted at international, regional, and national level, and will help boost INSPIRE's visibility. Throughout the project, the INSPIRE team will also organise and run 3 Policy workshops and at least 15 EU/national conferences.

Table 9. List of events 2022-2023

Event	Date	Link
Gender Summit (GSS22). Gendered interactions between diversity and quality in research. Science knowledge for equitable and just future (PARALLEL SESSION 1: The Horizon Europe INSPIRE project)	31/10/2022	https://gender-summit.com/gs22-eu/gs22-programme
Webinar: "Get inspired and get aboard: Everything you need to know about 2023–2024 ERA calls"	12/01/2023	https://etag.ee/en/event/webinar-get-inspired-and-get-aboard-everything-you-need-to-know-about-2023-2024-era-calls/
Seminar: "From gender studies to the study on gender in higher education in Portugal: balances, challenges and good practices"	03/02/2023	https://ces.uc.pt/en/agenda-noticias/agenda-de-eventos/2023/seminario-engender
Seminar: "Gender Perspective Integration in Horizon Europe Research Proposals"	27/02/2023	https://symposium.uoc.edu/91288/detail/integracio-de-la-perspectiva-de-genere-en-propostes-de-recerca-horizon-europe.html?private=e

		001e52df40f5134277c
SPEAR final Conference	1-3/03/2023	SPEAR's FINAL CONFERENCE "The future of (gender) equality, inclusivity and democratic values in European Academia: Practices, prerequisites, pushback and prospectives" | SPEAR (gender-spear.eu)
EC Event: Impact of Gender Equality Plans across the European Research Area	15/03/2023	https://research-innovation-community.ec.europa.eu/events/3Qjx4x09PWZni0QK9RReB/overview
Reimagine an inclusive research and innovation landscape in Europe	19/04/2023	
XII European Conference on Gender Equality in Higher Education	17-21/06/2023	ESRA Conference Management System (europeansurveyresearch.org)

6.1.8 Collaboration with sister projects and other initiatives

Cooperation with sister projects and related initiatives is a crucial step for better communication of the project activities and outcomes. INSPIRE will leverage and build on the knowledge developed by previous and parallel projects to achieve its mission of fostering an inclusive research and innovation ecosystem. Collaborating with sister projects and initiatives will help maximise the visibility of the project and the future uptake of research results.

At the proposal stage, INSPIRE partners have compiled a list of such projects. The list is non-exhaustive, leaving room for potential future partnerships.

Table 10. List of sister projects

SISTER ACTIONS	
Name	About
GE Academy	A Horizon 2020 project developing and implementing a high-quality capacity-building programme on gender equality in research, innovation, and higher education
GENDERACTION	A Horizon Europe project working on developing ERA communities to coordinate inclusive and sustainable policy implementation
ACT	A Horizon 2020 project working on advancing knowledge, collaborative learning and institutional change on gender equality in the ERA
ATHENA	A Horizon 2020 project working on mitigating barriers to the recruitment, retention, and career progression of female researchers
Baltic Gender	A Horizon 2020 project working on reducing gender inequalities in marine science and technology
CALIPER	A Horizon 2020 project working on improving development and uptake of Gender Equality Plans in several RPOs and RFOs and increasing the number of women in STEM
CASPER	A Horizon 2020 project working on establishing a European award/certification system for gender equality for research performing organisations
CHANGE	A Horizon 2020 project supporting research performing organisations to design and implement Gender Equality Plans
GenPORT	A FP7 Project that built and community working on gender and science
EIGE GEAR	An online tool developed by the European Institute for Gender Equality that provides practical advice on institutional change on gender equality
EFFORTI	A Horizon 2020 project developing a comprehensive evaluation framework for the assessment and design of gender equality measures and their effects on R&I
EQUAL4EUROPE	A Horizon 2020 project working on developing and implementing Gender Equality Plans in six RPIs with a focus on arts, humanities, medicine, social sciences, business and law

GE Academy	A Horizon 2020 project developing and implementing a high-quality capacity-building programme on gender equality in research, innovation and higher education
Gearing Roles	A Horizon 2020 project working on addressing gender imbalances in research institutions and removing barriers to women's recruitment and promotion
GenderActionPlus	A Horizon Europe project supporting the coordination of gender equality and inclusiveness objectives of the new European Research Area by working together with stakeholders to establish a policy community of practice.
Gender STI	A Horizon 2020 project analysing the participation of women in science, technology and innovation (STI) dialogues between Europe and third countries
GRANteD	A Horizon 2020 project that analyses the occurrence and causes of gender bias in research funding in Europe
LeTSGEPs	A Horizon 2020 project supporting the design and implementation of Gender Equality Plans and Gender Budgeting in six different institutions and their countries
MINDtheGEPs	A Horizon 2020 project working on reducing gender imbalances in European research institutions and generating data to support the development of national and European policy for gender equality in research performing organisations
RESET	A H2020 project focusing on gender equality in research institutions from a diversity perspective, aiming to design and implement a user-centred, impact-driven, and inclusive vision of scientific excellence
TARGET	A Horizon 2020 project that aims to contribute to the advancement of gender equality in research and innovation by supporting a **reflexive** gender equality policy in seven Gender Equality Innovating Institutions in the Mediterranean basin.
TARGETED-MPI	A Horizon 2020 project working on tackling gender inequality in Business and Management school through the development, implementation, monitoring, and evaluation of Gender Equality Plans
UniSAFE	A Horizon 2020 project working on producing better knowledge on gender-based violence in research performing organisations

SPEAR	A Horizon 2020 project supporting the implementation of Gender Equality Plans in research performing organisation based on a specific methodology
Realising Girls' and Women's Inclusion, Representation and Empowerment (Re-Wiring)	The aim of the project is to properly identify the structural root causes of 'gendered' (gender-blind or gender-neutral) power hierarchies in European countries and elsewhere, and – through transformative research – to 're-wire' institutions in order to prevent and reverse existing gender inequalities.
Co-Creating Inclusive Intersectional Democratic Spaces Across Europe (CCINDLE)	CCINDLE aims to contribute to the strengthening and re-invigorating of intersectional feminism and European democracies through theoretical and practical feminist theories, coalitions, and strategies.
Gendered Innovation Living Labs – GILL	GILL is an EU-funded project that aims to become the open innovation framework for all European actors for open gendered innovation.
FeSTEM	The project aims to promote an innovative method and pedagogy that will allow HE students to use traditional and computationally-rich media to create meaningful, shareable exhibits that will act as mentoring models for encouraging girls and women to remain active in STEM.
The Resist	RESIST addresses 'anti-gender' politics that imperil equality, gender and sexual diversity, and legitimacy of critical knowledge in contemporary Europe.
Fierce	FIERCE developed in-depth understanding of feminist and anti-feminist/anti-gender movements, activities and discourses, and their impact on the institutional arena and on policy outcomes on five key areas focusing on the period 2010-2021.
SUPPORTER	SUPPORTER advances inclusive gender+ equality within the ERA. It supports institutions to develop intersectional, innovative, inclusive and impactful gender equality plans (4I-GEPs), tailored to sports higher education institutions, and explicitly addressing gender-based violence including sexual harassment (GBV).

6.1.9 Intermediaries and influencers

At the beginning of the project, the INSPIRE team put together a list of key figures, influencers, and decision-makers in the field of Gender Equality at a local, national, and EU level. We call influencers those professionals who are experts on the field, have a constant media presence, are active in sharing news and developments, and benefit from a large following. The INSPIRE communication

strategy will include regular resharing of news, updates, events, opinion pieces, from these influencers, who in turn can contribute to spreading the project's messages and mission. For INSPIRE, these influencers include but are not limited to the following sectors:

Stella Ronner (EEAS Ambassador for Gender and Diversity on Gender Equality in EU Foreign and Security Policy), Irene Norstedt (DG European Commission, Research and Innovation), Mariya Gabriel (EU Commisioner for Education, Research, Innovation, Culture and Youth), Carlien Scheele (Director or EIGE), Gwendoline Delbos Corfield (AFCO permanent representative to the Gender Mainstreaming Network), Jean-Eric Paquet (Director General of Research and Innovation), Robert Biedroń (Member of EU Parliament and Chair of the European Parliament Committee for Women's Rights and Gender Equality), Helena Dalli (EU Commissioner for Equality), Marcela Linkova (Head of the ERAC SWG GRI, head of the Czech National Contact Centre for Gender & Science), Tijen Onaran (CEO & Founder of Global Digital Women), Ewa Rumińska-Zimny (Economist, UN and EU expert), Sylwia Spurek (lawyer and social and political activist; member of EP), Dorota Warakomska (TV journalist), Marcin Wiącek (Polish Commissioner for Human Rights)

6.1.10 National Platforms

INSPIRE will engage with a number of national platforms aiming to disseminate the project's final outcomes.

In Poland these national platforms are the following:

- the Ministry of Education and Science,

- the Centre for Research and Development,

- the National Science Centre

- the Foundation for Polish Science

- the National Research Institute

- the National Information Processing Institute

In Spain these national platforms are the following:

- the Association of Women Researchers and Technologists

- the Xarxa Vives d'Universitats (Equality Working Group)

- Gender Policies Working Group of Non-Profit Association of Spanish Universities

- Spanish University Platform for Feminist and Gender Studies

- Spanish Network of Gender Equality Units for University Excellence

- Spanish Women's Institute (Ministry of Equality)

- Women in Science Committee of the Inter-University Council of Catalonia

- Women and Science Committee of the Spanish National Research Council

- Women and Science Unit and Equality Unit of the Spanish Ministry of Science and Innovation

- Superior Council of Scientific Investigations

- National Investigation Agency

6.1.11 EC tools and channels

The European Commission and its dedicated social channels will also be included in the INSPIRE communication strategy. Social media channels such as @REA_research (the Twitter account of the European Research Executive Agency), @EUScienceInnov (the Twitter account of the EC'S DG Research and Innovation), @EU_Social (the Twitter account of the EC's DG Employment, Social Affairs & Inclusion) can provide relevant news related to gender equality and in turn, can help disseminate the project outcomes. Other EU institutions and agencies such as @eige_eu (the Twitter account of the European Institute for Gender Equality) can be a great source of news and information concerning gender equality data and policies in the EU.

INSPIRE will be regularly sharing updates from all the above-mentioned channels, to which it will add news from other relevant international organisations: UN Women (@UN_Women) and Gender at Work (@GenderatWork), to name a few.

7 Visibility of EU funding

Extract from the European Commission's guide on communicating your project.

"All recipients of EU funds have the legal obligation to explicitly acknowledge that their action has received EU funding. This requirement is to ensure visibility and transparency. It applies to all EU funded programmes, including the Research Fund for Coal and Steel and the Promotion of agricultural products programme. For projects funded under Horizon Europe, this requirement is specified under Article 17 of the model grant agreement.

The obligation requires all beneficiaries, managing authorities and implementing partners of EU funding to acknowledge the support from the European Union on all communication materials. An important element with this regard is the European Union emblem and the funding statement, which must be displayed prominently on all printed and digital products, websites, social media channels and other communication products: Make sure to display the European flag (emblem), do not use the European Commission logo! Add the funding statement (in local languages, where appropriate)"

**Funded by
the European Union**

**Co-funded by
the European Union**

8 Exploitation Plan

8.1.1 Sustainability canvas

The use of the co-designed Sustainability Canvas (developed in WP7) will enable partners to identify key elements for the post-project sustainability of CoE, from local, national or regional perspectives. The Canvas will enable INSPIRE to obtain realistic appraisals by different stakeholders (public and private sectors, funding institutions; publishers among others) in view of the wider social, scientific and economic needs and impact areas possibly to be affected.

These canvas results, individually shared, will lead to an iteratively- updated consensus-based INSPIRE vision and set the bases for post-project action lines for sustainability, as promoted in WP7. More specifically, the Sustainability Canvas (e.g. https://leanstack.com/lean-canvas) will elicit from target groups the value proposition of the CoE in R&I ecosystems, including assessments of what not only can be co-created for gender-based transformational changes but considerations, too, of what might be co-destructed in the same process. Considering time projections, it will reflect different perspectives on science, societal and economic and technological dimensions for INSPIRE and be tested for business readiness with target groups, public and private, at 2nd Conference in M46.

A draft Sustainability Canvas will be presented in M8, with co-created inputs by INSPIRE partners and external stakeholders during the project, with the draft to be presented in Brussels, during the final Conference in M46. The final Sustainability Plan will be ready in M48 and build on all the INSPIRE research, policy, technological and service-based outputs (see Methodology). The draft exploitation table is presented below.

8.1.2 Key exploitable results and plans

Table 21. List of exploitable results

Key exploitable result	Partner exploiting	Protection measure	Exploitation option	User/customer	Notes
Scientific articles	Scientific partners	CC-BY-NC-SA	Open access for scientific advancement; integrated into modules/courses;	scientific community, equality practitioners, NGOs, sister projects	Scientific journals, min. green access requirements followed – version deposited in a Zenodo repository
Scientific books	Scientific partners	Copy right	Open access for scientific advancement; new modules/courses;	Scientific community	Cooperation with high-ranking publishers, e.g. Routledge and Emerald;
GEP monitoring indicators (survey, web crawl)	GESIS In collaboration with all scientific partners	CC-BY-NC-SA	Open access for scientific advancement; periodic re-run of webcrawl with continuous fine-tuning. Archive of GEP web-snapshots	EC, HR & GE & EDI experts & practitioners; key stakeholders as SHE Figures, EIGE and EC	Result dataset as well as developed instruments (survey questionnaire, webcrawl and NLP analysis) will be available on Github to encourage further development and re-runs.

GEAM version 3	NOTUS, FUOC, UJ	CC-BY-NC-SA	Service for LimeSurvey survey hosting, GEAM questionnaire customization, descriptive reporting, statistical analysis of results possible to be of offered as commercial service after project.	HR staff in HEIs, RPOs; EDI & GE Unites, students; business sector	GEAM questionnaire (as LimeSurvey Archive file), Setup Manual, reporting scripts, and Analysis Handbook are open access, available via Github/Zenodo. However, setup, customization, reporting can be offered as targeted service to public/private organizations
INSPIRE Open Training Units	Scientific partners + EM	CC-BY-NC-SA	Open courses for advancement of knowledge; possibility to commercially exploit after the end of the project.	RPOs, RFOs; HR & GE experts & practitioners; students, researchers	Seminars held in collaboration with external providers such as the GE Academy; commercial potential appraised during the project (based feedback, needs, level of participation & satisfaction)
INSPIRE Support Packages	Scientific partners + EM	CC-BY-NC-SA	Support packages as consultancies and materials for advancement of knowledge; possibility to commercially exploit after the end of the project.	RPOs, RFOs; HR & GE experts/ practitioners	Support packages include free resources and hours of experts. INSPIRE can operate guarantor of quality and as commercial agency to connect experts/trainers with those in need of support,

					for the appropriate fee.
Intersectional policy design toolkit	UH	CC-BY-NC-SA	Intersectionality interventions for institutional change	RPOs, RFOs, Private Companies	Intersectional interventions policy design kit will identify different types of organizations and different types of interventions. This typology/ matrix can be further developed/ added to. Future project exploitation.
Innovation policy design toolkit	JR/FhG	CC-BY-NC-SA	Promising practices of inclusive gender equality in R&I ecosystem, targeting private companies.	Companies, BES, Research Funders	Promising practices and subsequent Theories of Change can be promoted as adding value to core business activity. Could be post-project service.
GEP success factors	FUOC	CC-BY-NC-SA	Identified GEP success factors can be confidently promoted	RPOs, RFOs, EC, EIGE	These feeds into the open GEP repository > provide basis for a GEP quality assurance

					service.
Policy recommendations	Portia, GESIS, JR, EM, FUOC	CC-BY-NC-SA	Evidence-based policymaking; contributions to EU GE strategy and R&I landscape& ERA.	Evidence-based policymaking; contributions to EU GE strategy and R&I landscape& ERA.	Presentation and handover during final conference (M48)
CoE portal and service site	INNOS	CC-BY-NC-SA	Matchmaking service between experts, experienced practitioners and institutions that need support exploited through a service-based route	Experts/ Experienced Practitioners and Institutions that needs support with Institutional Change	This service will be launched after the life of the project. It will be based on the experience of providing CoP support but could be employed by individual institutions.
Brand and identity of CoE	EM/ All	Design rights	Branding & identity of INSPIRE and its CoE only for research and service-based commercial activities; design to be used after the end of the project as the distinctive identity of the CoE.	/	Brand and identity will be developed by EM by M6 (T7.1/D7.1)
CoE institution	AEM/II partners	/	Anchoring of the CoE as a GE point of reference in the EC and beyond, working closely with the EC; continuous research & data collection &	All stakeholders	Sustainability Plan presented on M46 – see Sustainability measures in methodology and T7.3.

			analysis, policy feed, provision of service portfolio and matchmaking on the CoE site.		

8.1.3 IPR agreements

IP management will be defined in the Consortium Agreement (CA), in accordance with DESCA 2020 (or future versions) model, primarily, providing for the following: a) Ownership and protection of foreground: Foreground project assets will be owned and licensed in accordance with stipulations in the CA, including various project results developed by the consortium to be disseminated and exploited. The project's open-source assets will be appropriately licensed as such (e.g. GNU GPL, Creative Commons, FreeBSD, Apache License v.2). b) Confidentiality: Any confidential material provided/produced during the project will remain for the information of the project partners and not be disclosed to any other party without explicit authorisation; c) Access rights to foreground: Consortium partners will grant access rights to foreground information that is required to achieve the project objectives. The terms of access rights will be specified in the CA; d) Access rights to background: Consortium partners will grant access rights to background information that is required to achieve the project objectives, as detailed in the CA. Background rights will remain with the consortium partner that owns the rights as described in the Results Ownership List (ROL), in the last periodic reporting period; e) Access rights to research data: Because the project generates research data, it will properly manage this adhering to FAIR principles in its Research Data Management plan (D1.4/5). Consortium partners who generate research data will remain the data owners. Any partner owning the data agrees to make the data available and even transfer the necessary data and samples to the partner organisation that needs it for implementation of their data analysis tasks. Getting access to the data for any exploitation purposes will be agreed bilaterally between the partners and third parties based on fair and reasonable conditions.

IP management shall support the exploitation and market uptake of results, with INSPIRE making use of the Horizon Results Platform throughout the project implementation to boost exploitation of result when necessary and commit to use it one year upon finishing the project to make exploitable results available if no uptake has taken place. With reference to Open Access, the Consortium will provide free-of-charge its scientific publications (unless there is a decision to patent) and its research data, as stated in Articles 29.2 and 29.3, respectively, in the Model Grant Agreement, and provide for the continuous online access to it. The publications related to R&I resulting from project implementation will be referred to as 'gold' open access when possible, so as to accelerate further research, enrich the knowledge of the general public and give access to the latest research findings around the world. With that in mind, the project will consider for some publications using the Open Research Europe (ORE).

9 Attachments

9.1 Action plan

In the attachment INSPIRE partners receive a detailed action plan on dissemination, communication and exploitation actions with a timeline, budget allocation, KPIs to be met, reporting templates to be filled in. Europa Media organised a workshop for all partners introducing the action plan and introduce the reporting procedure. All partners assigned a contact person for DEC actions. These contact persons will meet on a regular basis to align DEC activities between the consortium members and outside the consortium.

Disclaimer

While INSPIRE is funded by the European Union, views and opinions expressed are, however, those of the author(s) only and do not necessarily reflect those of the European Union or the European Research Executive Agency (REA). Neither the European Union nor the European Research Executive Agency (REA) can be held responsible for them.

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