



R&I PEERS

Pilot experiences for improving gender equality in research organizations

Start date of project: 1st May 2018

Duration: 52 months

D5.3 - List of actions for GEPs improvement

WP n° and title	WP5 - GEPs monitoring and impact evaluation
Responsible Author(s)	Patrizia Grifoni, Noemi Biancone, Fernando Ferri, Alessia D’Andrea, Tiziana Guzzo
Contributor(s)	
Version	v.final

Document information

Status (F: final; D: draft; RD: revised draft):	Revised Draft
Planned delivery date	28/02/2022
Actual delivery date	04/03/2022
Dissemination level: (PU = Public; PP = Restricted to other program participants; RE = Restricted to a group specified by the consortium; CO = Confidential, only for members of the consortium)	PU
Type: Report, Website, Other, Ethics	Report

Document History

Version	Date (MM/DD/YYYY)	Created/Amended by	Changes
01	01/10/2021	Patrizia Grifoni	First outline
02	02/12/2021	Patrizia Grifoni, Noemi Biancone, Alessia D'Andrea Fernando Ferri, Tiziana Guzzo	First draft with the analysis of the bottom-up survey from the staff of pilots
03	20/12/2021	Patrizia Grifoni, Noemi Biancone, Alessia D'Andrea Fernando Ferri, Tiziana Guzzo	Second draft, including the definition of SWOT
04	28/02/2022	Patrizia Grifoni, Noemi Biancone, Alessia D'Andrea Fernando Ferri, Tiziana Guzzo	Revision of the deliverable including list of actions suggested
05	03/03/2022	Patrizia Grifoni, Alessia D'Andrea Fernando Ferri, Tiziana Guzzo	new version of the deliverable
06	04/03/2022	OGEPO/UNISA	Revision and submission to the EC

Quality check review

Reviewer (s)	Main changes
Maria Rosaria Pelizzari	Revision of the whole document.

Content

LIST OF ABBREVIATIONS AND DEFINITIONS.....	4
1. EXECUTIVE SUMMARY	4
2. INTRODUCTION.....	5
3. COMMENTS AND SUGGESTIONS FOR IMPROVING GEPs.....	5
4. SUMMARY OF ACTIONS SUGGESTED	24
5. BIBLIOGRAPHY	25

LIST OF ABBREVIATIONS AND DEFINITIONS

Abbreviation	Definition
EC	European Commission
GE	Gender Equality
GEP	Gender Equality Plan
GDPR	General Data Protection Regulation
ANPR	Agence Nationale de la Promotion de la Recherche scientifique
CIC NanoGUNE	Asociacion - Centro de Investigacion Cooperativa en Nanociencias – CIC NANO GUNE
CNTI	Cyprus Neuroscience and Technology Institute
GSDPGE	General Secretariat for Demography and Family Policy and Gender Equality
MIGAL	MIGAL Galilee Research Institute LDT
UNISA	Universita degli Studi di Salerno
ZRC SAZU	Znanstveno Raziskovalni Center Slovenske Akademije Znanosti in Umetnosti

1. EXECUTIVE SUMMARY

In the framework of WP5 “GEPs monitoring and impact evaluation”, the Deliverable 5.3 “List of actions for GEPs improvement” aims at pursuing the objectives settled under Task 5.2- Outline actions for GEPs improvement. The aim is to improve GEPs implemented by the seven piloting partners, i.e., ANPR, CIC NanoGUNE, CNTI, MIGAL, GSDPGE, UNISA, and ZRC SAZU, respectively from Italy, Israel, Spain, Cyprus, Slovenia, Tunisia, and Greece.

This report is based on the GEPs produced in WP4, revised in WP5 and WP6, the deliverable “D4.5- Mid-term Report on GEPs impact progress”, the comments collected from the staffs of the piloting partners with the bottom-up survey defined the appendix of the deliverable D4.5, the results from the second SWOT within the piloting partners, the validation workshop collected in the deliverable “D 6.10 - Report on second validation workshop”. Indeed, GEPs started to be implemented during 2019; continuing with the approach already used within the deliverable “D5.2-First update of the list of actions for GEPs improvement”, it was decided to take into account the information provided by each pilot partner about strengths, weaknesses, opportunities, and threats related to the implementation of GEPs within the 7 RI-PEERS piloting partners till 2021; this point of view has been integrated with the perception from the staff of the organizations (collected during 2021 with the bottom-up survey) and considering the results from the second validation workshop.

This deliverable is structured as follows: The Executive Summary (§1) and a brief Introduction (§2) are followed by section §3 that returns the most significant comments about GEPs in the different organizations according to the different perspectives (staff, organization and comments from stakeholders) and suggestions for improving GEPs. §3 also includes a list of actions suggested to each organization, and §4 summarises the action recommended.

2. INTRODUCTION

This deliverable presents some results of the monitoring process under the framework of Work package 5 – “GEPs monitoring and impacts evaluation”, aiming to return a list of actions suggested for improving the quality of each GEP. As already explained before, in the executive summary, this list has been defined mainly considering: 1) the results of the bottom-up survey that collected information and feelings from the staff related to the activities they attended and they feel more important, and the types of action they believe could improve the GEPs; 2) the SWOT analysis produced using information collected by CNR starting from 2021 with the R&I-Peers partners implementing GEPs, as already done in the deliverable “D5.2-First update of the list of actions for GEPs improvement”; 3) the second validation workshop held during 2021, which produced the deliverable “D 6.10 - Report on second validation workshop”.

3. COMMENTS AND SUGGESTIONS FOR IMPROVING GEPs

The staff survey (bottom-up) carried out in 2021 within the seven pilot organizations of R&I-Peers showed that it was not easy to obtain answers from the staff members, also due to the pandemic situation. This was more evident within the medium or big organizations. Indeed, the small organizations had the advantage of more informal communication for administrating the questionnaire.

Considering the percentage of respondents per gender in each organization, we see that usually, women provided more answers than men. Women represent 67% of respondents in UNISA, 58% in ZRC Sazu and about 52% in CNTI. Therefore, more females answered the questionnaire; the situation is different for CIC NanoGUNE and ANPR. In CIC NanoGUNE the percentage of women who provided an answer is 33%, which is very high, considering that the number of women is about 37% on the total number of employees. ANPR has a balanced number of respondents per gender, even if the percentage of females is higher (about 60%) than males. This seems to indicate that also males are aware of the importance of gender equality issues. The majority of respondents in MIGAL are females, even if they are 40% of employees; this suggests that it could be important to improve the males' engagement on the gender issues, clarifying that gender equality is a crucial issue for any gender.

% of respondents	Female	Male	Other
ANPRT	0,50	0,50	0
CIC Nanogune	0,33	0,67	0
CNTI	0,75	0,25	0
GSGE	0,83	0,17	0
MIGAL	0,83	0,00	0,17
UNISA	0,87	0,13	0
ZRC SAZU	0,67	0,33	0

Table 1: Percentage of respondents to the questionnaire sent to the staff members of the pilot organizations

In general, improving engagement of the staff of any gender within all the pilot organization could represent an added value for circulating information, for improving collective awareness on GE and producing the evolution of the mindset and cultural context that is important for facilitating any structural change.

SWOT analysis has been conducted collecting comments from the seven pilots as an input, as already done for “D5.2-First update of the list of actions for GEPs improvement”, analyzing:

- The endogenous component relating to the strengths and weaknesses of the actions planned by each organization for each of the seven areas selected. How GEP's implementing partners could enhance their internal strengths? How GEP's implementing partners could alleviate their internal weaknesses?
- The exogenous component relating to opportunities and threats inherent in each environment (country/organization) where the implementation of the actions is expected. How GEP's implementing partners could take advantage of external opportunities? How GEPs' implementing partners could reduce and minimize external threats



Figure1: SWOT questions to the pilot organizations

In particular, each pilot organization provided answers to the questions schematized in figure 1.

The second validation workshop was dedicated to validating indicators associated with strategies of GEP implementation of each of the seven piloting partners' organizations, focusing mainly on the mid-term impact of actions implemented through GEPs. The discussion carried out during the second validation workshop organized in 2021 (see D6.10) for suggesting the pilot organization with actions to overcome lack or gaps, underlined the importance of enabling not only the assessment of the progress made toward set targets of actions, but also addressing actual needs of different actors inside each pilot organization, ensuring that the GEP implementation leads toward transformative, structural changes. As specified within the R&I PEERS - GA n° 788171

deliverable “D6.10 - Report on the second validation workshop”, the participants to the validation workshop were asked to consider the following questions: 1) Are the strategies formulated appropriately? Are they the best answer to the context from which they emerge? 2) Were the inputs chosen appropriately? 3) Are the outputs, outcomes and impacts defined in the appropriate way in order to enable appropriate monitoring of the strategies' implementation, or maximize the impact of the GEP and its strategies?

The following sub-sections describe within the seven pilot organizations:

- *some more recurrent and significant comments coming from the bottom-up survey within the piloting organizations' staffs, helpful in improving the GEPs actions. In particular, we focus on describing the activities where the staff was mostly involved, and activities identified as most useful. We also make evident suggested types of actions aiming to improve the GEPs;*
- *comments coming from the SWOT analysis;*
- *Suggestions from the second validation workshop.*

ANPR

Summary of comments from the bottom-up survey in ANPR	
GEP activities where the staff was mostly involved	
All events (seminars, workshops, etc.) organized within the GEP have been considered useful as they produced an actual engagement of the different stakeholders internal and external with respect to the organization on gender equality issues and GEPs.	
GEP activities identified as most useful	
The events and activities stimulated a discussion that improved the stakeholders' awareness about the importance of gender dimension in the research and innovation ecosystem.	
Suggested types of actions aiming to improve the GEPs	
It could be useful any kind of action that can support the General Direction in implementing GEP.	

Comments from ANPR SWOT	
STRENGTHS (S)	<ul style="list-style-type: none"> - Sustainable administrative measures in favour of the gender dimension - ANPR's GEP is an Innovation in public administration practices: ANPR is the 1st public institution to develop and adopt a GEP - More recognition of the Gender Equality approach - HR enthusiasm with GEP adoption - Smooth and fluid appropriation of gender concept - Attractive social media channel Tunisian Facebook Group: Success Stories of Tunisian Females in R&I R&I-PEERS H2020 project (Link: https://www.facebook.com/groups/222521465741488) - Reference GEP document inspiring other Ministries' institutions, obliged to have their GEP to be able to participate in Funding Programs such as Horizon EU. The most concerned Ministries are: <ul style="list-style-type: none"> • Ministry of Higher Education and Scientific Research • Ministry in charge of woman affairs • Ministry in charge of Industry • Ministry in charge of Agriculture • Ministry in charge of Health
WEAKNESSES (W)	<ul style="list-style-type: none"> - Difficulties in organizing events in a pandemic context - Experimental GEP: It is in experimental phase not yet definitive and stable

OPPORTUNITIES (O)	<ul style="list-style-type: none"> - The legal status of ANPR: administrative and financial autonomy - The historical, social and cultural background of Tunisia in favour of the place of women: Women's rights, achievements of Tunisian women, women's emancipation... - Governmental and institutional support (Ministry of the Woman, Peer committee...) - The new requirement in Horizon Europe projects submission
THREATS (T)	<ul style="list-style-type: none"> - Pandemic context - Activities interrelated and depending on others: for example, the Women in Science Prize depend on the organization of events on Gender Equality - Incompatibility of certain activities with legal texts (Flexible working hours, recognition of online work...) - Lack of sustainable funding resources after the end of the project - Administrative burden - Rigidity of legal texts

Some relevant comments/recommendations from the second validation workshop to ANPR

- The gender dimension of the key area related to Mentoring should be clarified: emphasize the gender issue in mentoring and explain how implemented actions will push for improvement of gender balance; this should also reflect in the impact or outputs.
- For the key area Mentoring, explain what is the content of the training and to whom it is targeted.

Suggestions in ANPR

- *Considering the comments arising from the bottom-up survey, ANPR is suggested to reinforce the collaboration of the General direction and all the organizations, with specific internal bodies on Gender equality and other institutions at the National Level to maximize results minimizing the effort.*
- *Considering the comments arising from the SWOT ANPR is suggested to:*
 - *Introducing activities that make the GEP more stable and also sustainable are suggested. For example, making the organization as part of the Observatory that will be created with R&I-Peers, or connecting ANPR to other organizations at national level, building a network on Gender equality. Establishing a committee on Gender Equality and a body for monitoring GEP also after the end of the project.*
 - *Planning activities of dissemination of the GEP actions and results, engaging as much as possible different actors of the territory and also at the national level should be planned to promote common activities on Gender Equality, also using a Mobilization and Mutual Learning Approach.*
 - *Engaging policy makers at national level for stimulating them in evolving regulations and laws, for example on flexible working hours or on smart working, and any action for work-life balance.*
 - *Planning that ANPR will dedicate a % of the budget related to each project to GE.*
 - *Planning actions that facilitate the participation in other national and international projects aiming to attract funds for GE.*
 - *Planning actions aiming to engage civil society organizations, industries, Research organizations, and policymakers for funding activities planned in the GEP.*
- *Considering suggestions from the validation workshop, ANPR should:*
 - *define and include in the GEP more actions engaging other organizations in order to play a guide role in the territory and in the country*
 - *Carrying out mentoring activities should make the gender dimension and gender challenges more evident.*

CIC nanoGUNE

NanoGUNE is a research centre with the mission of performing world-class nanoscience research for the competitive growth of the Basque Country. It has experienced many strategic policies on gender equality concerning dissemination and conference. They have the availability concerning only for the employees' salary; this means that it is not accessible to the gender dimension in the researchers' distribution. On the other hand, all people involved in the implementation of GEP were collaborative in providing data concerning the selected indicators.

Summary of comments from the bottom-up survey in CIC NanoGUNE	
GEP activities where the staff was mostly involved	
	<ul style="list-style-type: none"> - I participated in the event on the meaning of gender dimension in research. - I attended the seminars and uploaded information in the questionnaires on Gender equality. - I attended seminars on the GEP
GEP activities identified as most useful	
	<ul style="list-style-type: none"> - Creation of a Gender Equality Committee - Enabling telework, if required owing to family care responsibilities - Presentation of the GEP by Direction to nanoGUNE and seminars were helpful in receiving information on the future in terms of GE - Engagement of the staff within a questionnaire for the prioritization of welfare & equality actions was helpful in a reflection on problems and potential actions to be implemented on GE
Suggested types of actions aiming to improve the GEPs	
	<ul style="list-style-type: none"> - An action can be addressed to introduce an internal regulation that facilitates gender balance among the candidates in decision-making positions. - Actions to introduce a gender perspective with the research activities should be done.

Comments from CIC NanoGUNE SWOT	
STRENGTHS (S)	<p>The most important point is the foundation of a gender equality committee. The committee is overseeing the developments and the implementation of the GEP and is a communication interface with the direction.</p> <p>The factors that most affected the implementation of measures include: a) the presence of the gender equality committee, which allows co-workers to approach someone with any idea or issue, and b) the questionnaire at the beginning of the project and its analysis, which raised the awareness of things which can be improved</p>
WEAKNESSES (W)	<p>The intended incorporation of more females in the decision-making bodies and the advisory board is a long-lasting process, as the number of persons in those bodies is pre-defined. A replacement of any of them requires someone to leave this body. As those positions are long lasting, a leave can only occur on a voluntary base (retirement, move to another workplace) or in some bodies is even beyond the control of the Institute, but relies on the government. The latter issue was not predictable at the beginning of the project.</p>
OPPORTUNITIES (O)	<p>The setup at CIC nanoGUNE with a GEC (which monitors the process of implementation of the GEP), an external consultant who oversees the legal and social aspects of the GEP actions, and a direction that guarantees the sustainability of the GEP implementation will raise awareness and improve equality at CIC nanoGUNE. Furthermore, since the institute is linked to other institutions at the campus and the</p>

	University of the Basque country, it may serve as a positive example for the other institutions to successfully implement various actions with relevance for them. Mutual adaptations of the best practices between the institutions may result. In addition, certain actions, for example, the harassment protocol, the organization of the Women in Science activities, and the organization of seminars dedicated to gender issues are being unified amongst the institutions at the campus, which raises the awareness and visibility of the activities in the society.
THREATS (T)	At the current, the main threat is the ongoing pandemic which limited the operability of the Institute and interrupted some developments such as organization of seminars with a balanced speakership or training workshops for employees. Once a sort of normality in operation comes back, it will be important to continue with the tasks on hold. However, since our Institute consists dominantly of coworkers who are here for a certain time only (1-5 years), many coworkers who have been in charge of certain tasks may not be present anymore. In the worst case, the task development might need to be started from the beginning.

Some relevant comments/recommendations from the second validation workshop to CIC NanoGUNE

- Think of and define the impact of the GEP and structural change triggered by GEP implementation.
- The first key area (Raising awareness of GE) is also about transparency and accountability.
- Informal conversations about GE are not a GEP measure that you can control and measure, so this action needs redefinition.
- The strategy Flexible working hours is qualified as not measurable (because it happens informally). The extent of use of this strategy could nevertheless be measured.
- For strategies such as flexible working hours and work from home interviews and focus group etc. should be made for monitoring, to see whether there are unintended consequences. Not only the processes, but also the barriers and facilitating factors should be monitored (family situation (kids, support), size of apartment...).
- Gender dimension in research should be strengthened, as it is one of the three pillars of ERA priorities. Maybe use knowledge spill-over from other consortium members who are implementing GEP.
- Explicate gender dimension for strategy Creation of Family club.
- An additional indicator for strategy Creation of Family club could be the number of times an employee used this family club for support.
- The strategy “Promote talks and seminars by females (scientists, industry) to inspire new generations” is partially overlapping with the strategy “Promoting gender balance in the seminars given at nanoGUNE”.

Suggestions for actions to CIC NanoGUNE

- *Considering the comments arising from the bottom-up survey, CIC Nanogune is suggested to include in the GEP:*
 - o *an action for defining an internal regulation aiming to facilitate gender balance among the candidate with the decision-making positions (facilitating and stimulating a gender balanced participation).*
 - o *actions to introduce a gender perspective with the research activities should be done*
- *Considering the comments arising from the SWOT CIC NanoGUNE is suggested that:*
 - o *the organization will discuss and incorporate rules and good practices that will promote the female's candidate and members of decision-making bodies.*
 - o *CIC NanoGUNE will explain the relations of the actions in its GEP with the potential structural change they will produce (for example, are you addressing a specific campaign or approving internal regulation to recruit in the near future woman and in particular for leading positions?),*

- and if necessary, will reinforce this kind of action, also in terms of sustainability, as the GEP and its medium and long terms impacts require the GEP is sustainable.*
- *CIC NanoGUNE will plan actions that allow the continuity of GEP and its sustainability even if the staff changes. CIC NanoGUNE should:*
 - *establish a body on GE that includes both permanent and temporary staff, for improving the continuity of action,*
 - *Define guidelines, protocols and standard communication procedures, also with seminars for people that start their working activity with CIC-NanoGUNE.*
- *Considering suggestions from the validation workshop, CIC NanoGUNE should:*
- *Improve the capability to measure impacts and in particular impacts on structural changes, implementing a survey, and planning a periodic survey also after the end of the project, including it in the Gender Balance report.*
 - *Plan and implement interviews, focus groups etc., for analyzing barriers and facilitating factors related to the adoption of flexible working hours.*

CNTI

CNTI is a non-profit, non-Governmental independent organization active in programs with future orientation in areas related to human brain-modern technology-social transformation and the repercussions of relevant research for humanity. It is a very small organization with almost 20 employees. The organization has put in place and is currently implementing the GEP in the R&I PEERS project. Therefore, no further implementation of any strategic policies has been set up, even if the organization has a long history in gender equality policies facilitating the adoption of the GEP.

The Financial Department collects and stores administrative data, which is run only by the Financial Director. Furthermore, they do have the availability of GEPs' selected indicators.

Summary of comments from the bottom-up survey in CNTI	
GEP activities where the staff was mostly involved	
Respondents were involved in all or almost all the GEP activities	
GEP activities identified as most useful	
All the activities that engage people who are leaders in the organization or their communities	
Suggested types of actions aiming to improve the GEPs	
<ul style="list-style-type: none"> - Expanding the activities to other satellite organizations of CNTI could be useful. - Expanding activities related to social media advertisement. - Providing specific questionnaires to understand what is necessary to improve or change in the organization. 	

Comments from CNTI SWOT	
STRENGTHS (S)	<p><u>Strengths of the activities of the GEP to assure sustainable maintenance of balance in decision-making bodies:</u> Formal decision by board makes balance in decision-making bodies sustainable</p> <p><u>Raise awareness of biases in decision making practices:</u> The internal workshops conducted equipped employees with their rights in demanding transparency which in turn allows them to evaluate possible biases in decision making practices</p> <p><u>Benefits of strategies and indicators adopted:</u> Indicators are now in place, making it much easier and practical to evaluate progress or regression.</p> <p><u>What changed with respect to the beginning of the project:</u> Now there is a professional GEP in place, and all people (inside and even beyond) the organization are informed.</p>

	<p>A GE officer has been appointed, and currently, an increased gender awareness among staff can be observed.</p>
<p>WEAKNESSES (W)</p>	<p><u>Weaknesses related to GEP activities to assure sustainable maintenance of balance in decision-making bodies:</u> small number of current employees; shift towards part-time employment.</p> <p><u>Weakness with respect to raising awareness of biases in decision-making practices and fostering competence development, etc.:</u> The main obstacle is related to setting the priorities, especially now when post-Covid19, the organization has other priorities which might require faster, even risky decision making, and employees might have to put other competence training at higher priority.</p> <p>In some respects, when awareness does not include the repercussions of every decision, employees might "demand" things that create a sustainability issue for the organization.</p> <p><u>Limits of strategies and indicators adopted:</u> Some indicators require larger numbers of people to have meaningful value. Special care is required to ensure that scores are authentic and people respond objectively and individually.</p> <p><u>Changes from the beginning of the project:</u> The whole GEP issue is regarded as a formality that sometimes might have also a negative connotation. Indeed, the obligation to have and to follow GEP can be seen by few individuals as an obligatory formality. This is not good for those trying to make sure the GEP is being followed as it is supposed to be.</p> <p><u>Sustainability issues:</u> Costs remains an obstacle</p>
<p>OPPORTUNITIES (O)</p>	<p>Facilitation elements of the organization for implementation:</p> <ul style="list-style-type: none"> - Level of sensitivity towards equal opportunities: This has increased significantly - Social and cultural aspects: GEP related issues have become a "popular" subject during party meetings, which is positive because sometimes "violations" are being brought up in a friendly environment and fashion Political aspects of the territorial context of reference (region / nation) useful for the implementation of the activities of the area: This has been the most significant opportunity even during the lifetime of these activities within the project implementation. The organization has been empowered and equipped with tools and expertise to promote GEPs not only to associated organizations (i.e., the 6 spinoff organizations which emerged out of units within our organization) but also within the larger political context. Even the Parliament has been engaged.
<p>THREATS (T)</p>	<p><u>Threats of the activities of the GEP to assure sustainable maintenance of balance in decision-making bodies:</u> Due to the small size of the organization and the fact that many of the activities are more attractive to women, there is a threat for the opposite situation, i.e., more women than men could be interested in being engaged in decision making positions</p> <p><u>Threats related to what changed with respect to the beginning of the project:</u> Formalities are sometimes not attractive to certain experts</p>

<p>Some relevant comments/recommendations from the second validation workshop to CNTI</p>	
<ul style="list-style-type: none"> - - - - 	<ul style="list-style-type: none"> - The context related to the parental leave should be clarified, in order to clarify that GEP activities are an addition to what is required by the national legislation. - It should be clarified that 18-month parental leave as a measure is not really a leave, but a measure allowing work from home - Clarify that selection of board members should be gender balanced. - CNTI could develop a model for a GEP for small and medium enterprises.

Suggestions for actions to CNTI

- *Considering the comments arising from the bottom-up survey, CNTI is suggested to:*
 - *Expanding the activities to other satellite organizations of CNTI to define a more strategic action and cultural influence on GE and make sustainable GEP.*
 - *Expanding activities related to social media advertisement to improve the organization's visibility with respect to GE, providing an example of GEP for small organizations.*
 - *Defining questionnaires to improve or make changes in the organization aiming to address the challenges of small organizations in periods of crisis (e.g., COVID19 period) in a gender perspective.*
- *Considering the comments arising from the SWOT CNTI is suggested to:*
 - *Include actions in the GEP to mitigate the problem of Gender Balance in a very small organisation, such as for example:*
 - *the definition and approval of a regulation that facilitates reaching the gender balance according to the number of employees in the organization,*
 - *Integration with an advisory board, not only formed by internal staff, to reach the gender balance, when internal staff is reduced. This can be due to the dimension of the organization.*
 - *Revise CNTI indicators according to its small dimension, and it is suggested to define good practices for small organizations, also with a new model.*
 - *Consider the GEP as a tool that can be elaborated and applied in a perspective of network at territorial level. CNTI is suggested to engage other similar organizations and to exploit the GEP with them, and defining common actions, searching the common advantages and any innovative vision from this kind of initiative (societal, economic, cultural benefits)*
 - *the GEP (generally) should include actions that will produce the capability to attract funds from projects or private funds.*
- *Considering suggestions from the validation workshop CNTI:*
 - *should develop a model for a GEP for small and medium enterprises.*

GSDFPGE

The General Secretariat for Family Policy and Gender Equality is the governmental agency competent to plan, implement, and monitor the implementation of policies on equality between women and men in all sectors. The General Secretariat implements co-financed Programs and Actions through the Coordination, Managing and Implementation Authority for co-funded actions of the Ministry of Interior.

Thanks to Ri-Peers project, they experienced the first implementation in their organization of a Gender Equality Plan. This is due to the organization's formal framework configured as a governmental organization competent for gender equality policies.

They easily access gender-disaggregated administrative data, accordingly with the GEP's commitment; the composition of the staff mainly consists of women. This is true for all levels of career.

Summary of comments from the bottom-up survey in GSDFPGE

GEP activities where the staff was mostly involved

The National Action Plan for Gender Equality 2016-2020 (NAPGE 2016-2020) was designed and is currently implemented by the General Secretariat for Gender Equality (GSGE), taking into account the particular

needs and conditions that emerged and shaped the field of gender equality at the time of the economic crisis.
Seminars involving the staff are the activities that the staff indicated as the ones where they were most involved.
GEP activities identified as most useful
Seminar for raising awareness of gender perspective in the working activities and in the use of language have been identified as the most useful.
Suggested types of actions aiming to improve the GEPs
It emerged the need for mentoring, seminars, trainings, workshops, etc. in the organization aiming to promote gender-balanced careers. It was also identified the need to create some structures that facilitates a work-life balance such as breastfeeding room.

Comments from GSDFPGE SWOT	
STRENGTHS (S)	<ul style="list-style-type: none"> - The high percentage of staff responses in the questionnaire (almost 60% of the staff) designed by UNISA and sent to all piloting partners (see GSDFPGE redrafted GEP, 2.3. Diagnosis of the situation of women in the organization), helps make the employees more engaged to the GEP implementation. - The GEP also ensures that the measures proposed are representative/respond to the actual needs of the staff. - The GEP providing for the organization of training seminars for staff covering both Gender Equality aspects and career advancement will create the behavioural changes and conditions for the sustainability of the GEP. - We are the competent public body for gender equality; therefore, most of the staff is already familiar with gender equality issues, principles, and policies. - The majority of the staff is women.
WEAKNESSES (W)	<ul style="list-style-type: none"> - The change of government in a public organization, such as GSDFPGE, brought a new General Secretary, a new Ministry and a new political hierarchy in general. - Certain measures, like breastfeeding room or playing corner, require financial and human resources that were not available, so they were cancelled. - Bureaucratic procedures of the public sector may limit strategies and indicators already adopted. - Bureaucratic procedures of the public sector may hinder the sustainability of the GEP. - Understaffed organization may hinder the sustainability of the GEP. - Measures like teleworking have been introduced due to COVID, and it has been proved that they can be effective in the public sector.
OPPORTUNITIES (O)	<ul style="list-style-type: none"> - We are the competent governmental body for gender equality; therefore, gender equality is not a new concept or needs to be defended/explained to our colleagues or the hierarchically superior within the Secretary and the Ministry/Government. It is legally and morally established. - Since this is a public body, there is a relatively fair implementation of gender equality issues through gender-neutral legislation (e.g., pay, promotion in hierarchy, gender quotas in the formation of collective decision-making bodies, etc.) - There is a general change of social awareness and sensitivity in Greece during the last year through the emergence of a Greek #metoo movement in social media and the public dialogue in general. - Emergence of gender equality issues in the public sphere, such as discrimination in the workplace.

	<ul style="list-style-type: none"> - The governmental rhetoric seems ready to adopt concrete policies for certain gender equality issues like fighting violence against women. - The new program period of the EU's structural funds that set 4 necessary conditions relevant to gender equality. - Gender quota is already mandatory by law in all the public sector collective decision-making bodies.
THREATS (T)	<ul style="list-style-type: none"> - The GSDFPGE is a governmental body, therefore is subject to elections and government changes, and so are its policies. Thus, the sustainability of some GEP actions may be hindered by the intentions of a new political hierarchy that has not signed the current GEP. - Certain strategies and activities of the GEP, especially work-life balance measures, are subjected to a rigorous legal framework. The political and administrative authority has aroused the issue that we may need legislation for activities like flexible working hours for parents and cannot be introduced informally. - Legislation needed for introduction of telework. - Austerity measures in Greece have already limited our human and financial resources. - Public spending has been restrained furthermore due to COVID (including staff recruitment, specialized training for staff, facilities, infrastructure, etc) and this could also affect sustainability.

Some relevant comments/recommendation from the second validation workshop to GSDFPGE

- It is important to measure impact early on in the project and to collect data on the impact continuously, every year (or two or three years) and see if there is some improvement.
- For key area Career advancement, add statistics that would monitor the development.
- For key area Raising awareness of GE add more activities, also according to the institutional mission.
- In the area of work-life balance, the percentage of employees using offered services can be indicated and measured over time.
- Better to use men and women instead of male and female to induce change in terminology.
- For the key area work-life balance – as we know that women/mothers predominantly profit from these actions, it would be good would be good to develop strategies to encourage fathers to use offered opportunities, and focus more on the father's role.

Suggestions for actions to GSDFPGE

- *Considering the comments arising from the bottom-up survey, GSDFPGE is suggested to:*
 - o *Organize events aiming to discuss and share opinions related to the real opportunities for guaranteeing gender balance within the career paths;*
 - o *Providing employees with structures in the organization useful for managing work-life balance (e.g., breastfeeding room).*
- *Considering the comments arising from the SWOT GSDFPGE is suggested to:*
 - o *include actions in the GEP for engaging stakeholder that can fund building of structures such as breastfeeding rooms or other structures useful for facilitating work-life balance. This kind of activity can be planned also to be started after the end of the project;*
 - o *mitigating the restricted financial resources, the GEP (generally) should include actions that will produce the capability to attract funds from projects or private funds.*
 - o *Include actions in the GEP aiming to produce an internal regulation within the organization establishing that a percentage of the budget from funded projects has to be dedicated to GE and the GEP activities.*

- *Proposing any initiative involving policymakers also in reason of the role of GSDFPGE for mitigating the lack of legislation.*
- *Considering suggestions from the validation workshop, GSDFPGE should:*
 - *Add an action aiming to establish that the organization collects data on changes produced yearly (also after the end of the project), particularly related to Career advancement (segregated per gender), and the employees using the services offered for Work-life balance.*
 - *Plan actions for also stimulating fathers in using the offered services for Work-life balance (seminars, incentives, etc.).*

MIGAL

MIGAL is an independent research organization whose mission is to promote and conduct applied research to benefit private and public enterprises. The research staff includes 80 PhDs and a total of 260 researchers distributed into 53 labs that seasoned senior group leaders manage. MIGAL is an interdisciplinary institute combining expertise in plant sciences, chemistry, computational chemistry, biochemistry, and microbiology. They have an in-house R&D unit of about 50 agro-researchers and technicians working in several experimental farms nearby, known as "Northern R&D".

MIGAL delivers all statics data indicators needs for R&I project. The statistic information is at the Human Resource Department and is available according to needs and demands.

Summary of comments from the bottom-up survey in MIGAL	
GEP activities where the staff was mostly involved	
The activities that mainly involved the staff members were seminars and workshops organized to share information and build a strong awareness on GE challenges, and to improve the skills of the staff.	
GEP activities identified as most useful	
All seminars and workshops organized were very useful for improving common knowledge and improving skills.	
Suggested types of actions aiming to improve the GEPs	
Actions aiming to improve funding of the GEP and supporting GE.	

Comments from MIGAL SWOT	
STRENGTHS (S)	<ul style="list-style-type: none"> - Attractiveness for new researchers that finish their post-doc and wish to establish their laboratory. MIGAL build new labs and has published recruitment for researchers. MIGAL offers researchers the opportunity to teach as lectures at the Academic College Tel-Hai. - Gender awareness: One of the MIGAL female researchers, a lab PI, joined the professional gender unit of Tel-Hai College as a representative of researchers in the field of science who work in research at MIGAL and are lecturers at Tel-Hai College. Her main occupation is promoting women researchers from the science faculty in academia. - MIGAL is finishing a new GEP Plan as part of the R&I PEERS EU project. The GEP plan is a continuation of a program that began to be established at the beginning of the project in 2018. - MIGAL has set up a team to promote gender equality in MIGAL. - Strategies on gender-sensitive language on documents published in and outside MIGAL have been used of gender language.

WEAKNESSES (W)	<ul style="list-style-type: none"> - Decision-making Bodies - Although the management of MIGAL have a 50% female, in all the Committees and on the board of MIGAL the females are still a minority. - The promotion of women researchers depends on the bodies of the decision-makers. We need A significant change in the gender component in these bodies and at the same time a change in attitude and transparency towards women researchers. - We have a lack of activities in the GEP area to assure sustainable maintenance of balance in decision-making bodies.
OPPORTUNITIES (O)	<ul style="list-style-type: none"> - Active approach – we are working on the strategic idea to have an active approach toward new female researchers that joined MIGAL as PI. For example, we plan to attach a mentor to each of them who will accompany them in the absorption process at MIGAL and Tel Hai. - MIGAL is a partner in the European R&I PEERS project to promote gender equality. This is the second European project on this issue in which MIGAL is a partner. We increase awareness, practice and interest in gender equality within MIGAL and external collaboration. The implementation of the activities of the GEP area at MIGAL has been promoted thanks to the involvement of the manager of Human Resources who created and established together with the European Division the course for the advancement of women researchers at MIGAL. At the national level, the Council for Higher Education has promoted the "Equator" program. The index will enable the measurement and self-assessment of gender fairness that will be used by the budgeted academic institutions in Israel. The "Equator" index sets a goal, in the long run, to compare the proportion of women in the academic staff to its ranks to their proportion in the population. This gives a boost to all engagement in Israel in the field of gender equality and enables dialogue and collaborations that will help MIGAL promote involvement and engagement in it.
THREATS (T)	<p>The threats points in MIGAL's GEP:</p> <ul style="list-style-type: none"> - Lack of gender awareness among staff – In order to continue the effort of promoting gender equality in MIGAL we need the understanding and support of the management. - Financial funding – Lack of funding can interfere in the progress of addressing the gender equality process.

Some relevant comments/recommendation from the second validation workshop to MIGAL

- In the action aimed to reduce the gender gap for researchers, foster networking with the industry.
- Place focus on structural change that will be achieved in, e.g., 1.5 year.
- Explain the context in which a low level of English proficiency is relevant and in what way the action addressing it is gender-specific.
- For the action aimed to reduce the gender gap for researchers the strategy should not only be to specifically invite women to apply, but maybe you could rethink the whole job advertising: women are hesitant to apply when job descriptions are too specific, so it should be made more general.
- Explicate gender dimension of implemented actions.
- Not clear what are the measures relating to decision-making and leadership and gender dimension in content.
- Shorter-term progress in impact could be measured in the following way: If women report that they feel isolated (starting point) then the feeling of belonging or satisfaction could be measured.

Suggestions for actions to MIGAL

- *Considering the comments arising from the bottom-up survey, MIGAL is suggested to:*

- *include actions that will improve the capability to attract funds from projects or private funds to guarantee the sustainability of GEP actions;*
- *Considering the comments arising from the SWOT MIGAL is suggested to:*
 - *Include in the GEP any action that can facilitate the gender balance in the decision-making bodies in general and in the bodies for recruitment. This could be also the approval of a document approved in MIGAL that provides good practices to follow, aiming to produce that change.*
 - *improve financial resources, the GEP (generally) should include actions that will produce the capability to attract funds from projects or private funds.*
 - *include actions in the GEP aiming to produce an internal regulation within the organization establishing that a percentage of the budget from funded projects has to be dedicated to GE and the GEP activities.*
- *Considering suggestions from the validation workshop MIGAL, it is suggested to:*
 - *Define actions aiming to push on the structural changes that are included in a mid-term and long-term strategy;*
 - *Revise the approach used for Job advertising to make it more engaging for woman.*

UNISA

The mission of the University of Salerno is to carry out research and educational programs, developing links with the surrounding area while respecting the environment, with the aim of creating, enriching and, at the same time, offering a scientific, cultural heritage to students, enterprises, institutions and in general to the whole community. The University of Salerno has already realized a large number of successful initiatives in the field of gender equality thanks to the Centre for Gender studies and Equal Opportunities (OGEPO) and Unique Guarantee Committee (CUG), and they represent a key element for the effective implementation of the Gender Equality Plan at the University of Salerno. OGEPO and GUG initiatives “fertilized the soil” for the approval of the Gender Equality Plan and the activities will be realized in its framework. The CUG is currently working for the respect of equal opportunities through best practices and a continuous monitoring of the gender-sensitive policies.

Based on what is reported in the gender budgeting, it is clear that UNISA has administrative data for statistical purposes. Indeed, UNISA has the availability of data involved in the indicators defined for the GEP.

Summary of comments from the bottom-up survey in UNISA

GEP activities where the staff was mostly involved

All seminars, workshops conferences, lessons with Ph.D. courses, Relation on the status on Gender Balance, Gender budgeting, preparation and implementation of the GEP.

GEP activities identified as most useful

- The preparation phase of the GEP was fundamental to focus on the main areas of action of the GEP within UNISA through a discussion with the Directors of the Departments.
- Activities for delivering Gender Equality culture.
- Seminars on gender harassment carried out and involving Ph.D. students.
- A fundamental phase was the organization and participation in workshops and meetings for the dissemination and involvement of the main actors, in particular with doctoral students and with various bodies operating on the territory such as Confindustria Salerno.
- PhD seminar: "WOMEN and ACADEMY. WHICH PERSPECTIVES?" held on June 28th, 2019 at University of Salerno
- Sharing knowledge from sister projects such as PLOTINA. Indeed, this enables the scientific community to focus on specific scientific challenges, such as “recycling waste” in a gender perspective.

- Production of the Gender balance report.
- Suggested types of actions aiming to improve the GEPs**
- Conferences and events highlighting females’ role within the history of culture.
 - Organize initiatives specifically addressed to students and technical-administrative staff, aiming to improve awareness about the importance of the GEP in UNISA, also directly engaging them in some actions of the plan.
 - Organizing initiatives jointly with sister project for sharing a gender equality perspective of scientific challenges.

Comments from UNISA SWOT	
STRENGTHS (S)	Thanks to the attention devoted to raising-awareness activities and the constant involvement of external stakeholders, students, in general, show a greater interest in gender-related events and are actively taking part in seminars and workshops promoted by the R&I PEERS team concerning gender-sensitive issues. UNISA’s first mission is teaching, therefore a great effort has been devoted to students’ awareness, also through the promotion of three university courses on gender issues, as envisaged in the GEP. The activities related to R&I PEERS project are continuously implemented and reach a wider audience across the region. The GEP gives continuity and coherence to the policies for gender equality already undertaken by our University in recent years. Integration of the gender dimension in the daily research work also in several STEM fields. Flexible and family-friendly customized working conditions and arrangements for all employees.
WEAKNESSES (W)	Progress has been uneven across the GEP 5 priority areas, largely reflecting the difficulty to embed gender mainstreaming in the University culture and structure. Achievements appear to have been greater in the priority area concerning the <i>promotion of gender contents in research and curricula</i> , while the results are still far from the threshold in the area of <i>gender equality in decision-making bodies</i> . Due to the resistance of the governance, for now no quota system is provided for in order to ensure a balanced presence of women and men in decision-making bodies and among associate and full professors, but the discussion about its inclusion is still going on. The possible risk of encountering difficulties when embedding some of the GEP activities in the university policies and procedures before the end of the R&I PEERS project. Some resistance is still encountered due to a lack of awareness in GE within the decision-making bodies, mainly composed by men. The idea that a real “question of gender” does not exist within the academia and, more in general, in society, is still widespread. The resistance also comes from women in many cases. Several female university professors, for example, claim that they have built their careers on merit and do not want to take gender issues into consideration. Therefore, it is often difficult, sometimes a source of embarrassment, the suggestion to evaluate the weight of gender discrimination in our society with the aim to support young female researchers’ careers.
OPPORTUNITIES (O)	GEP implementation increased visibility of UNISA as a socially responsible public organization dedicated to gender equality. UNISA has become a point of reference for the regional campaigns against gender-based violence. It participated in establishing a regional working group called "Interinstitutional Agreement for the prevention and fight against gender-based violence", aimed at combating violence against women in all its expressions. Strengthening connections and cooperation with other research institutions in Italy and in the Campania Region and working together in the field of gender equality.

	The presence of the Rector’s Delegate for Equal Opportunities and the work done by the OGEPO (UNISA’s first research centre on gender studies) and the CUG (Committee for the employees’ well-being) can be regarded as positive factors useful for the GEP implementation.
THREATS (T)	The lack of adequate resources (both human and financial) for the effective implementation of the GEP strategies. The GEP implementation has no budget earmarked to it because of the lack of funds that generally affects Italian public universities like UNISA. The inevitable economic consequences of the outbreak of Covid-19 are likely to further reduce the scarce resources available for gender equality. Gender mainstreaming, even if greatly improved, still remains weakly institutionalized. The persistence of gender stereotypes is another aspect to keep under attention. Despite the progress made towards equal opportunities in Italy, there is still a deeply entrenched gender inequality persisting due to gender stereotypes still rooted in our cultural and social frameworks.

Some relevant comments/recommendations from the second validation workshop to UNISA

- Make sure to indicate the frequency of the activities (one time/recurring).
- It would be good to repeat certain activities in the project's runtime and monitor their impact.
- Define impact indicators as specifically as possible. They need to be measurable (e.g., through a survey).
- For the action Guidance session for high-school students to promote GE and studies and job opportunities within the STEM field, specify when and how it will be executed. Specify how do you measure the satisfaction of women for key area Women in leadership positions.
- For strategy Questionnaire for researchers and professors on gender perspective in research and teaching, with particular attention to STEM, indicate the share of men and women, and the percentage of employees who participated; indicate the number of participants from STEM disciplines.
- Actions concerning gender-sensitive language should reach beyond official documents and also address visual language. Actions included in CIC NanoGUNE’s GEP may serve as an inspiration.
- As an indicator for the use of gender sensitive language, select specific texts (e.g., websites) and observe the level of improvement over time.
- The GEP could be organized around 3 or 4 main, powerful actions; sub-actions and sub-indicators could be listed under them.
- Qualitative indicators could be measured in the following way: 10% increase in positive opinion about a certain matter.
- Mentoring related actions should not only be directed toward PhD students, but also toward mentors themselves.

Suggestions for actions to UNISA

- *Considering the comments arising from the bottom-up survey, UNISA is suggested to:*
 - o *Plan actions aiming to improve the culture of GE, e.g., conferences and events highlighting the role of gender within the history of culture.*
 - o *Organize initiatives to actively engage students and technical-administrative staff to improve awareness about the importance of the GEP in UNISA.*
 - o *Organizing initiatives jointly with sister project using a Mutual learning approach, aiming to exchange good practices for gender equality perspective of scientific challenges.*
- *Considering the comments arising from the SWOT UNISA is suggested to:*
 - o *include in the GEP actions that will improve the capability to attract funds from projects or private funds to guarantee the sustainability of GEP actions;*

- *Include actions in the GEP aiming to produce an internal regulation within the organization establishing that a percentage of the budget from funded projects has to be dedicated to GE and the GEP activities.*
- *Include in the GEP any action that can facilitate the gender balance in the decision-making bodies. This could be, for example: (a) the approval of a document in UNISA that provides good practices to follow, aiming to produce that change. For example, that document should establish good practices to follow to encourage a gender balance between candidates in decision-making positions, (b) the engagement of policy-makers in workshops and events, for the definition of good practices to be followed by national organization, aiming to encourage a gender balance between candidates in decision-making positions (good practices that should be followed to receive funding).*
- *Considering suggestions from the validation workshop UNISA, many of them are currently satisfied. In the current situation it is necessary that:*
 - *UNISA should improve the capability to measure impacts and in particular impacts on structural changes implementing a survey, and planning a periodic survey also after the end of the project, including it in the Gender Budgeting report.*
 - *UNISA should extend the use of gender-sensitive language beyond official documents, also addressing visual language (used, for example, on the website and social media).*
 - *UNISA should extend the mentoring related actions from PhD students toward mentors themselves and all the staff.*

ZRC SAZU

The Research Centre of the Slovenian Academy of Sciences and Arts (ZRC SAZU) is one of Slovenia's leading research and educational centers. More than three hundred associates are organized into eighteen independent but coordinated and interconnected Institutes. ZRC SZU is an interdisciplinary organization based on cooperation, complementation, and synergy (18 institutes). The diverse research areas can be summed up in the study of cultural, social, and natural phenomena, processes, and practices. The mission is to conduct research as part of national research programs, national basic research projects, international projects, and excellence centres.

Statistical data are gathered by the Human Resource Department and, thanks to RI-PEERS project, most of them have already been segregated according to gender, position, and nature of work. They do have the availability of statistical indicators.

Comments from the bottom-up survey in ZRC SAZU

GEP activities where the staff was mostly involved

- Participation in completing the surveys that were provided,
- Participation in events organized by the ZRC SAZU project group R&I -Peers.
- Participation in promoting women scientists' research work;
- Participation in the activity connected to the revision of gender-sensitive language in documents;
- Some people know that the GEP exists and participated in some seminars organized by ZRC SAZU (to improve the quality of work, or more about communication and relationships); but it was not clear to them if those activities are part of the GEP.
- Participation in: - training for writing research projects, - training for writing scientific articles, - training for better communication
- Participation in events for the promotion of female researchers results;
- Participation in events related to prevention of harassment and mobbing

GEP activities identified as most useful

- The initiatives seem to me to be very well-intentioned but a little less useful, as the situation in the field of gender equality, as addressed by this project, is indeed very good at the ZRC. But there are deeper, psychological problems that are completely untitled. Even in all individual cases, the researchers did not receive any real support for the project. Everything is just at the level of political platitudes.
- All the organized activities were useful - leading a continuous and open conversation, and reflection on gender equality in any institution is essential to improve working conditions.
- Seminars on gender issues; promotion of research work of women scientists; gender-sensitive language in documents - raising general awareness of the importance of the issue, greater sensitivity of employees.
- The employee questionnaire was useful because it showed what needs and problems different groups of employees have.
- The training for writing research projects was one of the most useful activities, as they practically address the need to improve the skills and search for funds, which is a very relevant issue.
- All events were useful, mainly for exchanging information and for building and reinforcing the network of researchers.

Suggested types of actions aiming to improve the GEPs

- It could be important to identify actions using a stronger participation
- It could be useful to plan and implement actions aiming to strengthen education on sex discrimination, reconciling private and professional life, mobbing in the workplace

Comments from ZRC SAZU SWOT

STRENGTHS (S)	<p>Definition of GEP activities was preceded by a careful state of the art analysis; consequently, the significant number of GEP actions stems from the employees' needs and recognized gaps and deficiencies. - For a significant number of activities, monitoring includes regular surveys to check the real needs of the employees. Some of the strategies were adjusted accordingly after employees' feedback was received.</p> <ul style="list-style-type: none"> - Significant number of activities is oriented towards a structural change. - Appointment of the GE counsellor, formation of the Commission for ethics, equal opportunities and integrity in research, and dedication of resources for GE assures GEP sustainability and constant monitoring of its progress, as well as continuous education in the areas of GE (unconscious bias in decision making and selection practices, raising awareness of GE) and including gender dimension in research. - Compared with the beginning of the project, many members of the administration became fully devoted to implementing activities defined by GEP and do that independently and competently. GE activities became situated and visible within the organization's structure and recognized as an important area in which efforts need to be invested systematically.
WEAKNESSES (W)	<p>The most significant weaknesses come as a consequence of the fact that many members of the administrative staff are already loaded with their daily tasks, and sometimes lack capacities to give priority to the GEP related actions.</p> <ul style="list-style-type: none"> - No incentives // support for GEP implementation on the national level.
OPPORTUNITIES (O)	<ul style="list-style-type: none"> - Knowledge already accumulated in the area of gender equality in academia through previous projects - The team has already recognized as a provider of expert knowledge in the sphere of gender equality - Strong connections with other researchers and policy-makers in the national and European contexts - Still strong welfare state provisions for the work-life balance on the national level - Gender equality counsellor, the Commission ethics, equal opportunities and equality in research assure continuous attendance to GE issues, sustainable GEP implementation and monitoring

	<ul style="list-style-type: none"> - Strong support by the lead management - Continuous participation of the ZRC SAZU research team in the national and European projects related to GE and GEPs - Elaborated network of interested stakeholders on the national and European level
THREATS (T)	<p>The threat that many employees, particularly the administrative staff involved in implementing GEP actions, will understand them exclusively in the framework of an EU project was reduced by extensive attention lead management dedicated to the GE issues, and structural actions undertaken (appointment of the GE counsellor, establishment of the Commission for ethics, equal opportunities and integrity in research).</p> <ul style="list-style-type: none"> - ERA agenda related to GE also reduced threats of marginalized GE issues on the organizational level. - There are permanent threats stemming from scarce and unstable research funding on the national level; these threats, at the same time, make GE related actions even more relevant and necessary.

Some relevant comments/recommendation from the second validation workshop to ZRC SAZU

- Well-structured statistics could be used to impact other areas – in the field of politics, for improvement of networking.
- Further develop impact indicators.
- Place more emphasis on qualitative methodology and indicators.
- Make more visible in the GEP how you use data, and how the data are used in management and decision-making procedures.
- In addressing sexual harassment, think indicators/data collection that would measure the trust that the employees are treated fairly.
- Gender segregate statistics on leaving vs. staying in the organization – to see whether male and female researchers progress equally through the career.
- Observe actions addressing flexible working hours and remote work through gender lenses (regulation governing these possibilities; energy consumption at home etc.).
- Add gender keywords for the key area mentoring.

Suggestions for actions to ZRC Sazu

- *Considering the comments arising from the bottom-up survey, ZRC Sazu is suggested to:*
 - o *Provide an answer to the need to produce more practical changes in the researchers' life through the GEP actions, as in this phase, the GEPs seem to have a more political perspective. This means, for example, to plan activities aiming to strengthen education on sex discrimination, reconciling private and professional life, mobbing in the workplace, etc.*
- *Considering the comments arising from the SWOT ZRC Sazu is suggested to:*
 - o *add actions in the GEP for defining good practices that allow integrating the GEP activities within the institutional activities carried out by the staff or the definition of incentives when working within the GEP, to overcome the problem of overload (GEP activities are added to the daily activities)*
 - o *the GEP (generally) should include actions that will produce the capability to attract funds from projects or private funds.*
 - o *Include actions in the GEP aiming to produce an internal regulation within the organization establishing that a percentage of the budget from funded projects has to be dedicated to GE and the GEP activities.*
- *Considering suggestions from the validation workshop, ZRC Sazu should:*

- *make explicit the connection of the actions carried out (and collected data) with the structural changes produced, mainly within decision-making.*
- *Use gender-segregated statistics to evaluate whether male and female researchers progress equally through careers.*
Take actions analyzing flexible working hours and remote work through gender lenses (regulation governing these possibilities; energy consumption at home etc.)

4. SUMMARY OF ACTIONS SUGGESTED

This section summarises a list of actions that, based on the specific list of actions suggested to each piloting partner, summarises actions that could be done by the different organizations (if they have not already done). Note that a process of discussion and evolution of the GEPs is continuously running in the different organizations, and the GEPs presented during 2021 are changing already. Many suggestions coming from the second validation workshop related to the need to evolve and refine indicators are in place. The different organizations strongly worked for improving the quality of presentation and the visibility of GEPs on the website.

These actions suggested, to be included in the GEPs (if not already present) are:

- Explain the relations of the actions in each GEP with the potential structural change that it will produce in the short, middle and long-term.
- Any action on Gender equality that will reinforce the collaboration with internal bodies, and other institutions at local and national level, to maximize results minimizing the effort.
- Introducing activities that make the GEP more stable and sustainable are suggested, also reinforcing or making the organizations part of a network from local to national and international level on GE.
- Actions that will produce the capability to attract funds from projects or private funds.
 - Actions aiming to produce an internal regulation within the organization establishing that a percentage of the budget from funded projects has to be dedicated to GE and the GEP activities.
- Actions that allow the continuity of GEP and its sustainability even if the staff changes in the organization, defining (if not already done) guidelines, protocols and standard communication procedures, also organizing seminars for people that start their working activity; for this purpose, any Body on GE should include both permanent and temporary staff, and this will improve the continuity of action.
- Actions aiming to improve the culture of GE, e.g., conferences and events highlighting role of gender within the history of culture also connected to the specific context.
- Actions that provide an answer to the need to provide not only a political perspective of the GEP, but also improving the perception of producing practical changes within the researchers' life.
- Actions in the GEP for defining good practices that allow to integrate the GEP activities within the institutional activities carried out by the staff or the definition of incentives when working within the GEP, in order to overcome the problem of overload.
- Reinforcing or planning activities of dissemination of the GEP actions and results, engaging as much as possible different actors of the territory and also at the national level.
- Extend the use of gender-sensitive language beyond official documents also addressing visual language (used, for example, on the website and social media, if not already done).
- Organizing events aiming to discuss and share opinions related to the real opportunities for guaranteeing gender balance within the career paths;
- Defining internal regulations to facilitate gender balance among the candidate with the decision-making positions.
- Engaging policy makers at national level for stimulating them in evolving regulations and laws with respect to the different challenges (flexible working hours, smart working, work-life balance, gender balance in the decision-making bodies, etc.).

- Providing employees with structures in the organization useful for managing work-life balance (e.g., breastfeeding room).
- Actions to introduce a gender perspective with the research activities should be done.
- Organizing initiatives jointly with sister project using a Mutual learning approach, aiming to exchange good practices for gender equality perspective of scientific challenges.
- Actions to improve the capability to measure impacts and, in particular, impacts on structural changes, implementing surveys (if not already done), and planning a periodic survey also after the end of the project, including it in the Gender Balance report.
- Expanding activities related to social media advertisement to improve the organisation's visibility with respect to GE, providing an example of GEP (GEP Model) for similar organizations.

5. BIBLIOGRAPHY

Avveduto S., Di Tullio I., Pisacane L.,(2018) D3.3 - List of GEPs monitoring indicators. WP3 - Evaluation of drivers for GEPs implementation, deliverable of the R&I-Peers project

Patrizia Grifoni et al. (2021) D4.5- Mid-term Report on GEPs impact progress, deliverable of the R&I-Peers project

Petrović T. et al., (2021) D6.10 - Report on the second validation workshop. Deliverable of the R&I-Peers project

GEAR Action Toolbox - <https://eige.europa.eu/gender-mainstreaming/toolkits/gear/action-toolbox>

Horizon Europe guidance on gender equality plans, <https://op.europa.eu/en/publication-detail/-/publication/ffc06c3-200a-11ec-bd8e-01aa75ed71a1/language-en/format-PDF/source-232129669>

