



Final version of Dissemination and Exploitation Toolkit

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Other partners involved	10 FGB – Barbara De Micheli 1 IHS – Angela Wroblewski
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Executive Summary

The TARGET Dissemination and Exploitation Toolkit is a practical document which aims to provide the consortium partners with practical tools and guidelines for effective communication, dissemination and exploitation of results. The main objective is to define the project's visual identity, develop an internet strategy and provide institutional communication guidelines for the Gender Equality Innovating Institutions (GEIIs) in the project: ARACIS (Romania), RIF (Cyprus), FRRB (Italy), ELIAMEP (Greece), UH2C (Morocco), UB (Serbia) and RMEI (network of universities in the Mediterranean basin).

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List of abbreviations

CoP: Community of Practice

CSA: Coordination and Support Action

GEII: Gender Equality Innovating Institution

GEP: Gender Equality Plan

RFO: Research Funding Organisation

R&I: Research and Innovation

RPO: Research Performing Organisation

1. Introduction

This document presents the third version of the Dissemination and Exploitation Toolkit (D 6.3) of TARGET. The toolkit aims to support dissemination activities in different project phases and after the end of the project. The toolkit should be read in parallel to D 7.3 –Plan for the Exploitation and Dissemination of Results which defines the initial framework for partner's communication and dissemination activities. Both have been live documents which have been updated throughout the course of the project.

The overall dissemination objectives of TARGET are:

- Raise relevant stakeholders' awareness on the need/ possibility of structural change in RPOs and RFOs specifically focusing on the three dimensions of HRM, decision-making and the gender dimension;
- Disseminate the innovative tools and state-of-the-art knowledge developed as part of the project regarding the design, implementation and monitoring of customised GEPs.

In order to reach the above objectives, the Dissemination and Exploitation Toolkit includes the following tools and activities:

- Design of project's visual identity
- Design and development of Internet Strategy
- Develop initial institutional communication guidelines for the GEIIs

This is the updated version of the Toolkit (D 6.3), which includes validated guidelines for institutional communication plan as well as an implemented social media and traditional media strategy. The toolkit also includes the approved layout of the final public reports of TARGET.

2. Visual identity

The visual identity of the project has been considered as key to its success.

The concept behind the TARGET logo is the curly bracket. The curly bracket, also called “brace”, are used in different specialized ways. In poetry and music, they are used to mark repeats or joined-up lines and to connect two or more lines of music that are played simultaneously. In mathematics they delimit sets. In many programming languages, they enclose groups of statements. The Curly brackets aims to recall the domain of science within which the TARGET project is developing its activities, and at the same time recall the idea of complex systems that have to be systematized and synthetized throughout the project.

The logo has been designed to take into account different output media such as print, icons, and the website. The logo has also been designed to be dynamic in the sense that it offers the possibility of introducing variations throughout the duration of the project. This was deemed necessary given the importance of creating a visual identity that will not only attract users to the website but will also sustain their interest.

In fact, two logos have been developed and can be used for different purposes.

The 'extensive' one has to be used in official deliverables of the project, in letterhead, in the website of the project and in partner's website.

Figure 1. Logo TARGET - 'extensive'



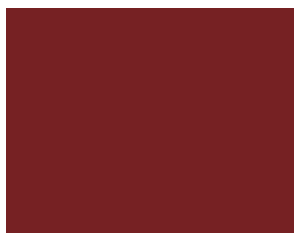
The 'simplified' one is composed only by the left part of the logo. It has to be used as a logo on the social networks, such for example in Twitter cover page.

Figure 2. Logo TARGET - 'simplified'



The colour has been chosen in order to be not gender specific.

Details about colour are:



PANTONE 505 C

RGB 121 33 28

HEX/HTML 79211C

CMYK 50 100 100 25

The fonts remind us of a handwritten word, referring to study, research and a subjective/personal approach.

The European emblem (flag) has to be used to acknowledge the support received under EU programmes, it will be clearly displaced on top of the web site, in the picture of the Twitter account as well as in the Facebook Account.

On the project's Cloud the Visual identity Kit is available. It contains:

- the logo in different format and size;
- the guidelines for wording and colouring;
- template for report and deliverables
- the guidelines for the use of EU flag

More information on the rule of the European Union about visual identity is available here:

http://ec.europa.eu/research/participants/docs/h2020-funding-guide/grants/grant-management/communication_en.htm

3. Internet strategy

3.1 Website

The website of the project is: www.gendertarget.eu

The website for the project is the major platform for the dissemination of project results. The website charts project progress and makes results accessible to GEIIs' staff, practitioners, policy makers, the scientific community and society at large.

The website itself in its final release provides a comprehensive dissemination platform aimed at all target groups. In addition, the website offers other key features related to the development of the project (general project information; events information). It clearly shows the linkage with the EU Funding by the means of the presence of the EU Logo in the heading of the page, that is maintained through the whole navigation.

The website is user-friendly and easily accessible for general users and project members. It is also highly visible as we periodically promote it through GenPORT and ensure it is linked to relevant sites in this field (e.g. RRI tools).

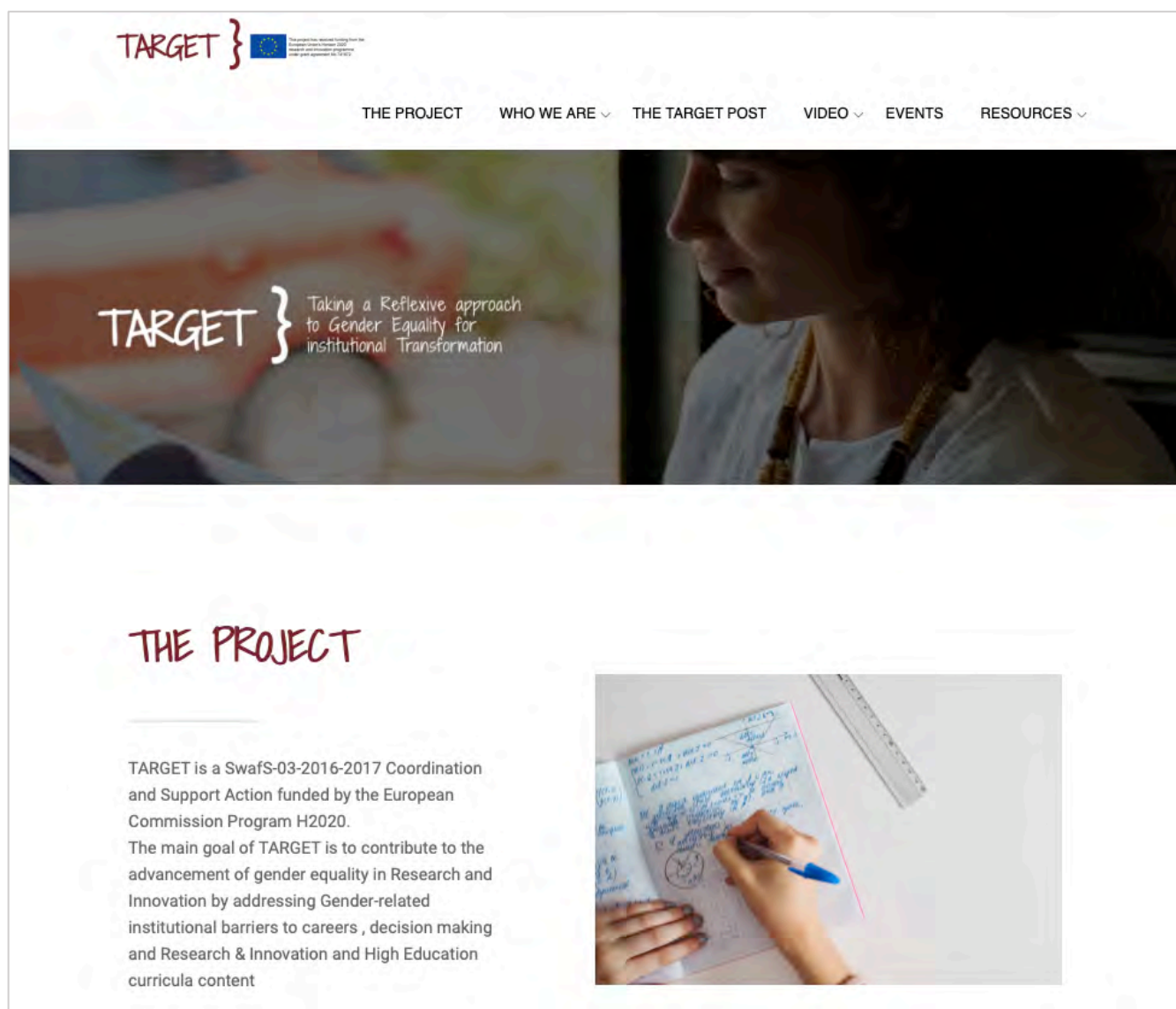
The website has an analytics system that monitors activities made by users on the website, such as the geographical origin; the time spent on a page; the number of interactions. This instrument is used to evidence dissemination impact through the website.

The website is divided into seven sections.

Home

The Home page of the website is the first page that the user will encounter when accessing the link. It is very simple and immediate. It includes a synthetic description of the project, a reference to the H2020 Programme, a button to get more information about the activities and a menu for reaching the other sub-pages. It also includes links to our social media accounts.

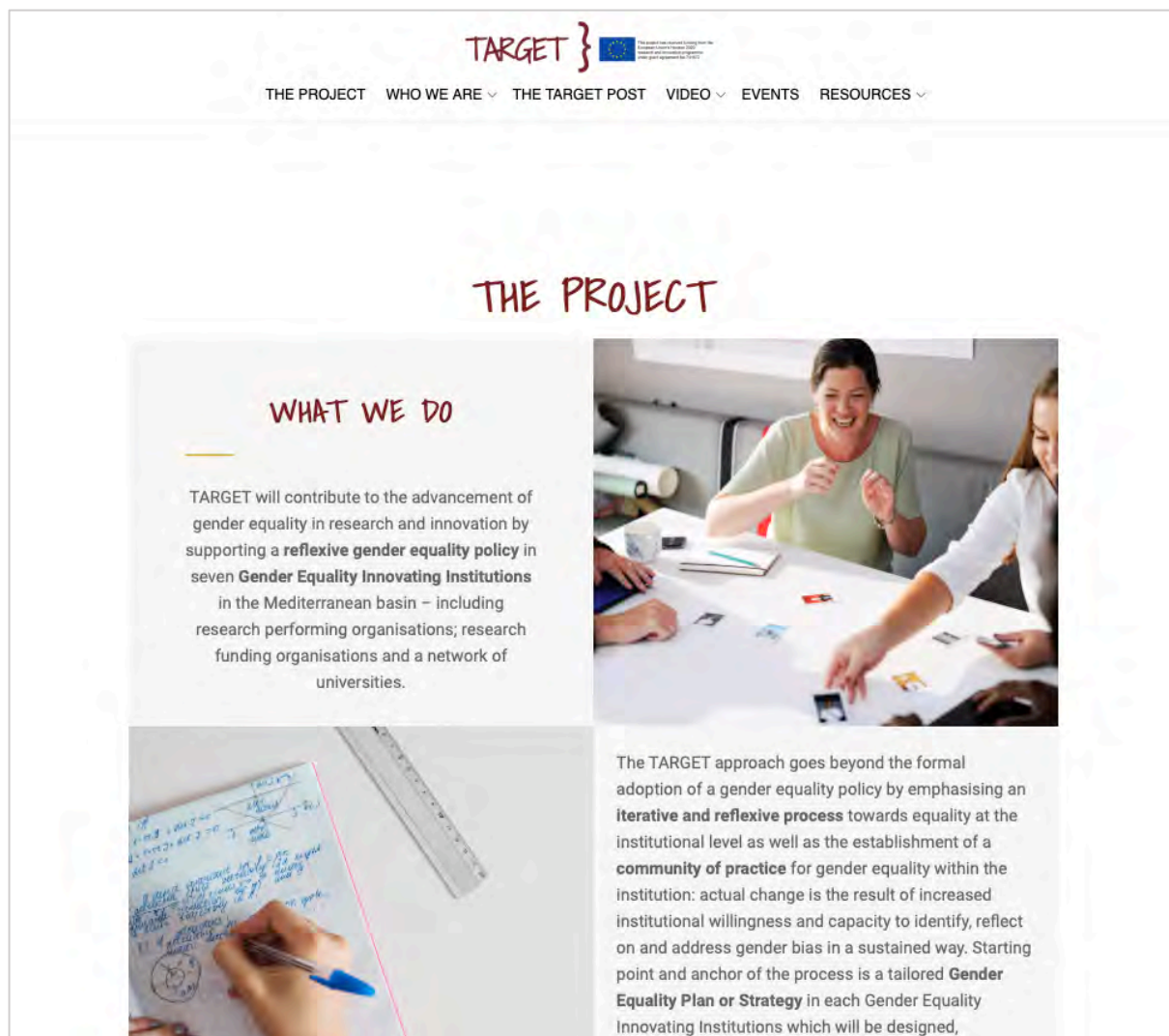
Figure 3. Home page



The Project

The Project section contains a detailed but still synthetic presentation of the project objective and work packages. A button at the end of the page allows to download a document giving more information about the list of work packages and its organisation in time.

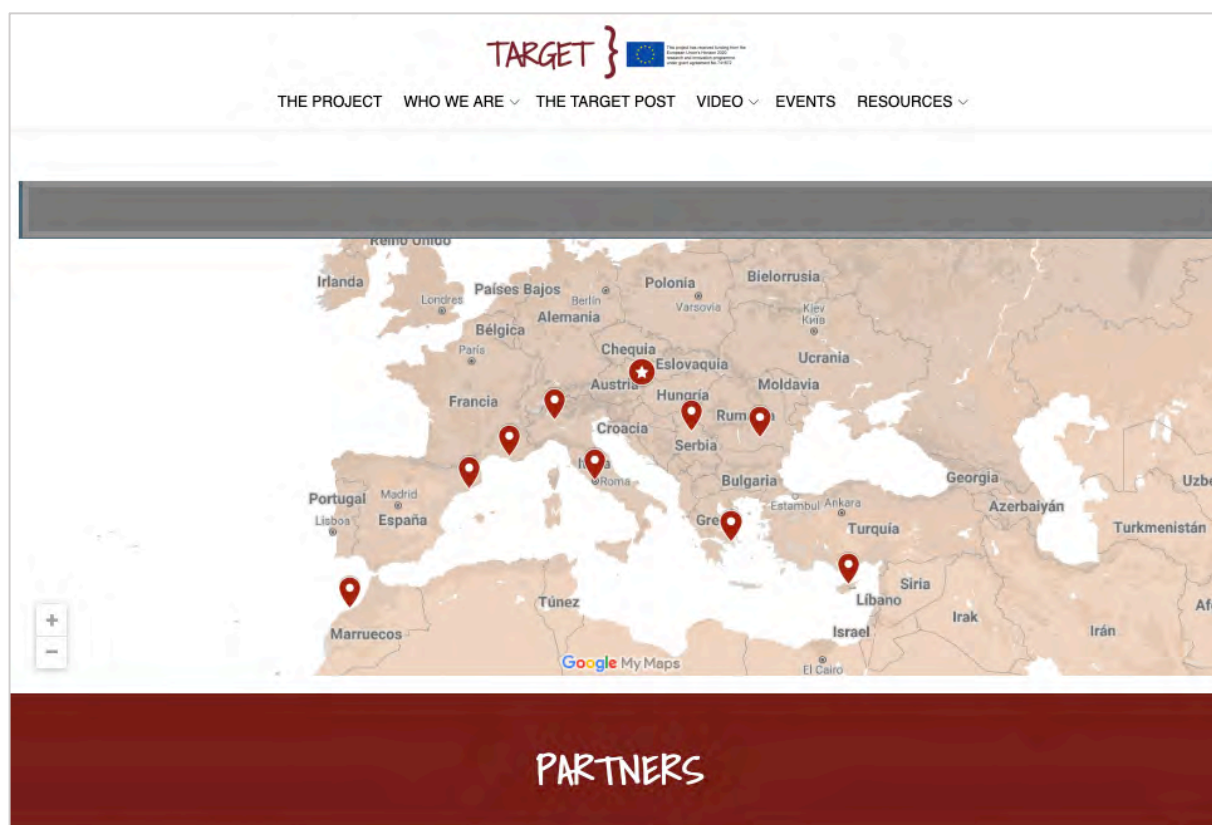
Figure 4. The Project



Who We Are

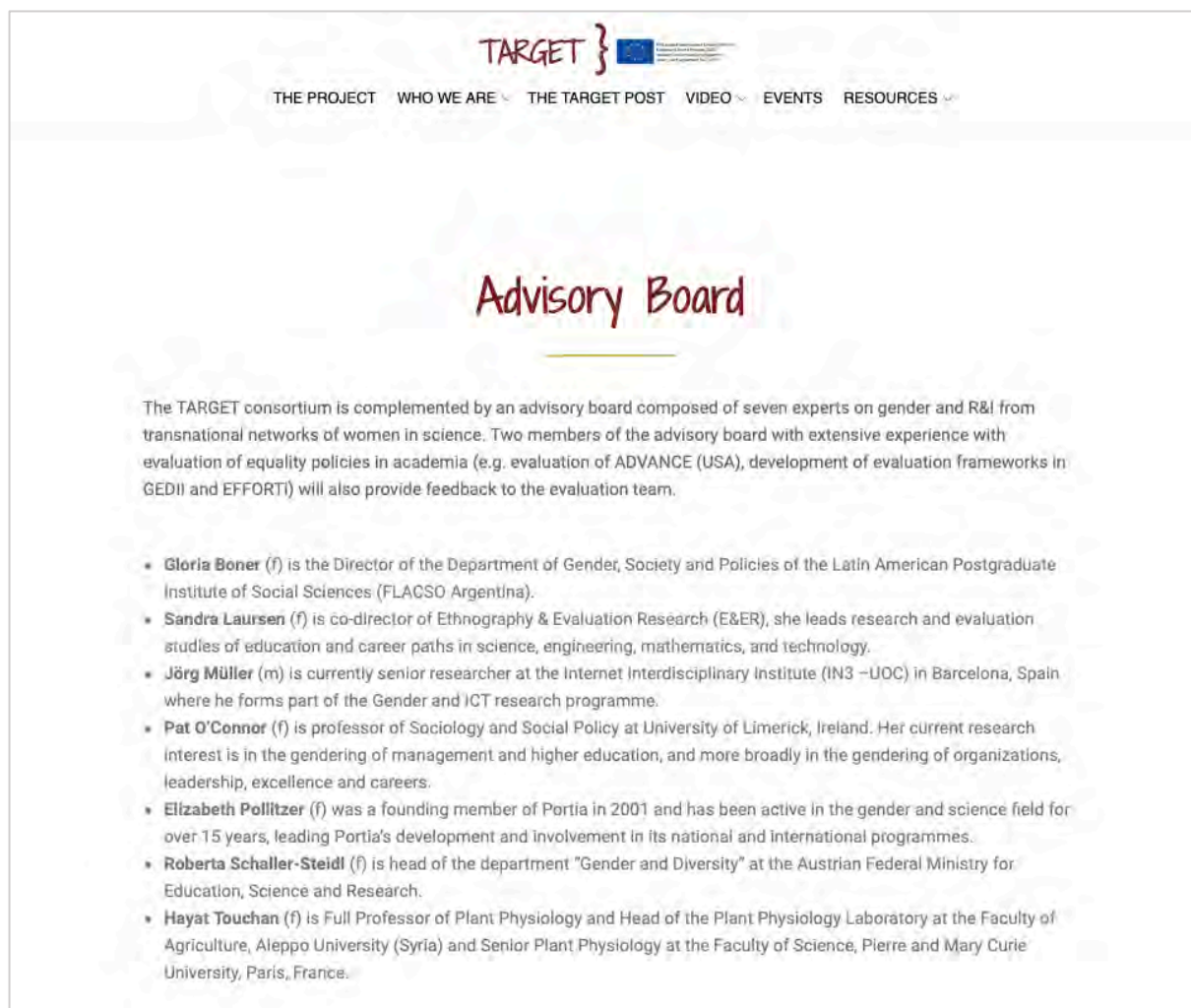
In the Who We Are section, a map gives an immediate overview of partner's geographical spread. Below the map a more detailed description of each partner is present, with their logo and contact details. A short description of each organisation can be read when passing with the mouse on each name. This choice allows the web site visitor to have an overview of the consortium and its localisation over Europe and beyond, being at the same time able to decide if s/he wants to know more, or not, about each single partner.

Figure 5. Who We Are



The page Who WE Are also leads to a section which lists the gender experts from all over the world that form TARGET’s Advisory Board.

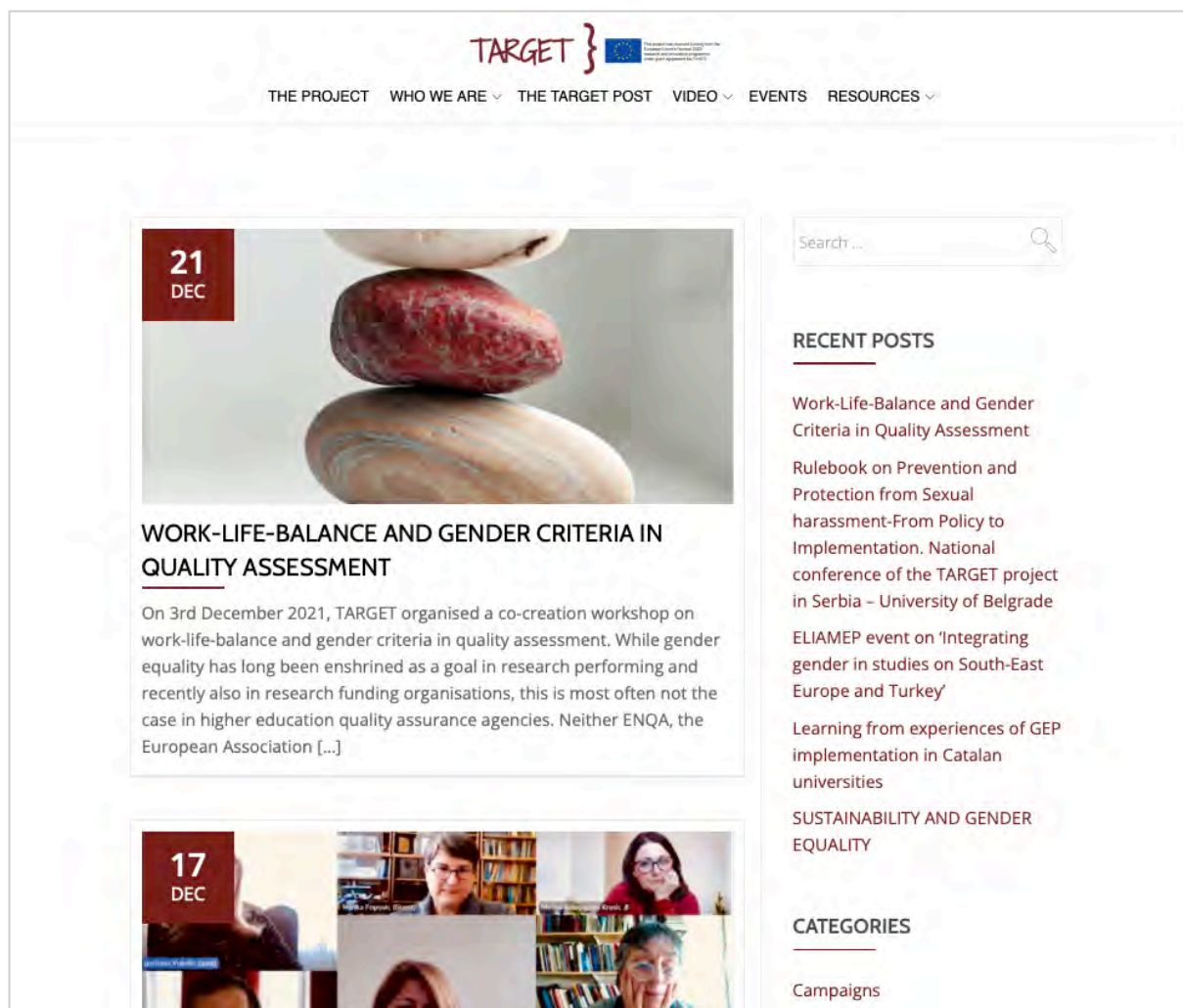
Figure 6. Advisory Board



The TARGET Post

A section of the website is devoted to the blog called “**The TARGET Post**”.

Figure 7. The TARGET Post



The TARGET Post is an easily updated online journal, for public engagement and knowledge exchange. It enables to share content about diverse aspect of TARGET progress and GEPs implementation, with various audiences.

Positive outcomes from blogging include:

- facilitates a less formal approach to writing about research than academic papers;
- encourages feedback and review prior to final output of research
- networking and collaboration with other researchers.
- potentially increasing the impact achieved by TARGET outputs

All implementing partners were responsible for writing blogposts about the main milestones of GEP implementation and related workshops and events. The blog also contains the articles disseminated through the newsletter under the heading "Food for Thought" and other articles

dealing with TARGET activities and results (Capacity Building Workshops, Training activities, Co-creation workshops, study visits).

For drafting a blogpost each author followed the Editorial Guidelines (See box below).

Editorial Guidelines

1. The text should be delivered in word format to NOTUS
2. Each blogpost will be from 500 to maximum 800 words
3. Clearly states the Author and his/her role
4. Do not forget the TITLE and DATE
5. It is suggested to add a subtitle of maximum 50 characters
6. Indicate one or two important sentences of your article.
7. Please, try to provide references for the additional information. It is enough one link, also in your language.

For dissemination, synergies created between different social media created a powerful communication tool. For instance, The TARGET Post was disseminated through Facebook and Twitter.

Videos

This section is divided in two parts: TARGET videos and other inspiring videos. TARGET videos build on interviews to implementing partners. They are short videos focusing on a specific and significant aspects of GEP implementation.

Figure 8. The TARGET Post

The screenshot shows the TARGET website's 'TARGET VIDEOS' section. The header includes the TARGET logo and a navigation menu: THE PROJECT, WHO WE ARE, THE TARGET POST, VIDEO, EVENTS, and RESOURCES. Below the heading, there are four video thumbnails, each with a title and a brief description.

Video 1: How a strong institutional commitment can facilitate the implementation of a GEP. The video features Paola Bello, Fondazione Regionale per la Ricerca Biomedica (FRRB), explaining how a strong institutional commitment can facilitate the implementation of a Gender Equality Plan.

Video 2: How the pandemic hit female researchers in Italy. The video features Paola Bello, Fondazione Regionale per la Ricerca Biomedica (FRRB), explaining how the Covid-19 pandemic hit female researchers in Italy, and why taking into account gender equality is so important when political decisions are taken.

Video 3: Gender equality must be a priority. The video features Marina Gerini, Director of Fondazione Regionale per la Ricerca Biomedica (FRRB), explaining why her organisation decided to embark on Target project.

Video 4: Working on gender equality as a sustainable development goal. The video features Anastasia Zabaniotou explaining how Target project was a very useful tool in implementing a gender equality strategy at the Mediterranean Network of Engineering Schools (RMEI).

Events

This section is devoted to the most relevant TARGET events. Special attention is paid to the TARGET-GEECCO conference held on 11 March 2021. All presentations can be downloaded.

Figure 9. Events

11 MAR 21 – TARGET-GEECCO CONFERENCE

TARGET-GEECCO CONFERENCE
MARCH 11TH, 2021
 VIRTUAL CONFERENCE ON GENDER EQUALITY IN RESEARCH AND INNOVATION

Download the conference presentations here:

- Opening words
- Panel 1 – Success stories and their context
- Panel 2 – Timely topics for Gender Equality Plans
- Closing remarks

March 11th, 2021

Virtual Conference on Zoom platform

The purpose of this conference is to advance gender equality in research and innovation in the EU. Relevant experiences of implementation of Gender Equality Plans in research funding organisations and research performing organisations will be presented and discussed with policy-makers, gender experts and practitioners.

TARGET and GEECCO invite to the conference policy-makers, science and innovation leaders, researchers and practitioners ready to collaborate, co-create and co-produce gender equality in research and innovation.

AGENDA (CET hours)

10:00 – 10:30 Opening words

Coordinators:

- Brigitte Ratzer (TU Wien, Austria) – GEECCO
- Angela Wroblewska (Institute for Advanced Studies, IHS, Austria) – TARGET

10:30 – 12:00 Panel 1 – Success stories and their context

Moderators: Barbara de Micheli and Giovanna Vingelli (FGB)

RECENT POSTS

- Work-Life-Balance and Gender Criteria in Quality Assessment
- Rulebook on Prevention and Protection from Sexual harassment-From Policy to Implementation. National conference of the TARGET project in Serbia – University of Belgrade
- EUAMEP event on 'Integrating gender in studies on South-East Europe and Turkey'
- Learning from experiences of GEP implementation in Catalan universities

SUSTAINABILITY AND GENDER EQUALITY

CATEGORIES

- Campaigns
- Conferences
- Events
- Gender equality plans
- Practice
- Seminars
- Uncategorized
- Workshops

Resources

This section is divided in four parts:

- TARGET deliverables, which shows the approved public deliverables
- Background, which most important public resources for gender equality in R&I
- References, which includes the most important publications on gender equality and structural change since the beginning of the TARGET project, as compiled by the TARGET newsletter
- Sister projects, which is an updated list of EU-funded projects dealing with gender equality in R&I.

Figure 10. Resources: Deliverables



Each public output published in this page is also available on the ISUU website. This is a digital publishing platform where readers can have a better access to the document, as it enables a more interactive reading. Moreover, this application facilitates documenting and analysing the kind of readers, their numbers and geographical spread.

For further information please see: https://issuu.com/pubhouse/docs/thirstco_marapr17_web

A message reminds the user to disseminate the output thorough his/her own network.

Each deliverable is provided with a **QRcodes**.



These are 2-dimensional bar codes, developed and widely-used in Japan, designed to be ‘read’ by mobile phone software. The information is an encoded URL, which can be interpreted by free software available for most mobile phones. When you take a picture with a smartphone, it will launch the phone browser and redirect to the programmed URL. The name derives from ‘Quick Response’ code, as the content can be decoded at very high speeds.

Follow this link for generation a QR code for your output: <http://qrcode.kaywa.com/>

Each participant of the TARGET project is invited to download an application in his/her own smartphone, in order to have the possibility to use this tool.

Free software for phone is available at: <http://www.mobile-barcodes.com/qr-code-software/#upcode>

Figure 11. Resources: References

This section highlights recent and relevant literature in the field of gender equality and structural change, as compiled in our newsletter

TARGET }

THE PROJECT WHO WE ARE THE TARGET POST VIDEO EVENTS RESOURCES

References

In this section we highlight recent and relevant literature in the field of gender equality and institutional change, as compiled in our newsletter.

Newsletter #1

Evanthia Kalpazidou Schmidt, Marina Cacace; (2018) Setting up a dynamic framework to activate gender equality structural transformation in research organizations, Science and Public Policy, scy059, <https://doi.org/10.1093/scipol/scy059>

The need to redress persistent gender inequality in senior and decision-making positions in science through structural measures is increasingly recognized both in academic literature and policy-making. Based on the experience of a Danish university implementing a structural gender equality action plan, we present a dynamic framework to activate structural change and argue that for such interventions to be effective, it is necessary that they acknowledge and

Newsletter #2

Sandra L. Laursen, Kristine De Welde, (2019) "The changer and the changed: Evolving theories and practices of change in ADVANCE calls for institutional transformation", Equality, Diversity and Inclusion: An International Journal, Vol. 38 Issue: 2, pp.140-159, <https://doi.org/10.1108/EDI-09-2017-0192>

The purpose of this paper is to examine the evolving theories of change of the US National Science Foundation's (NSF) ADVANCE program to increase the representation of women on academic faculties in science, technology, engineering and mathematics (STEM). ADVANCE was announced in 2001 and is still active. It supports efforts to transform the cultures and structures of US institutions of higher

4.2 Internet presence

TARGET was closely integrated with two other important internet portals: GenPORT and RRI Tools.



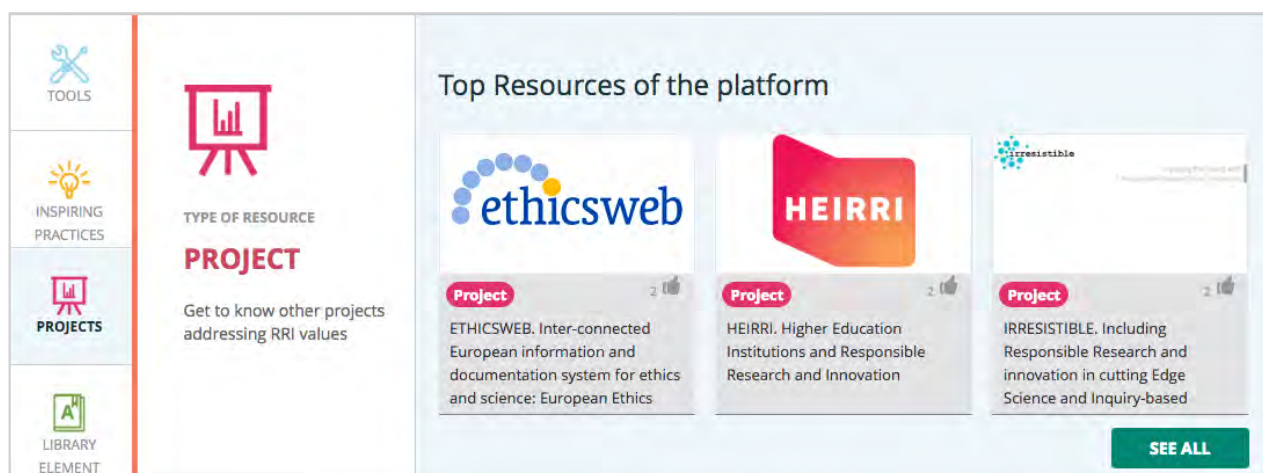
GenPORT (www.genderportal.eu) is a community sourced internet portal for sharing knowledge and inspiring collaborative action on gender and science. A developing online community of practitioners, policy-makers and researchers is served by the GenPORT portal, and made up of organisations and individuals working across the globe for gender equality and excellence in science, technology and innovation. This covers all sciences – natural and social sciences, and humanities. TARGET has been added as a project to GenPORT and approved public deliverables have been uploaded to GenPORT.



“Responsible Research and Innovation” is a cross-cutting issue in Horizon 2020, the EU Programme for Research and Innovation 2014-2020. It aims at involving society in science and innovation ‘very upstream’ in the processes of R&I to align its outcomes with the values of society. The European Commission has provided more concrete normative orientations in the form of six policy keys that RRI should further. Among them also gender equality. Through the online platform RRI Tools (www.rri-tools.eu) it is possible to be in contact with a community of practice that bring issues related to research and innovation into the open, to anticipate their consequences, and to involve society in discussing how science and technology can help create the kind of world and society we want for generations to come.

The TARGET project has been added within the repository of projects of the RRI Tools. Moreover, deliverables of the project, after publication, were uploaded on the platform in the specific section called “Library Element”. Finally, since a blogpost published in The TARGET Post is related to the description of a successful practices developed by one of the partner organisation, it was also added to the section “Inspiring practices” of the RRI Tools.

Figure 11 RRI Tools Website



4.3 Newsletter

A newsletter has supported dissemination of TARGET results.

The newsletter has had the objective to summarize the activities carried out by TARGET and foster sharing of experiences, lessons learnt and good practice among all the partners, to enhance peer learning in the implementation phase and discussion with other gender experts and practitioners involved in institutional change and GEP implementation.

The Newsletter also reached a wide email list of relevant stakeholders at institutional, national and international level. The email list was created starting from a first list of project's partners network.

A specific tool for subscribing to the Newsletter was available on the footer of the website. This enabled us to keep building up the email list during the project implementation.

The structure of the Newsletter was as follows:

} Cover

The cover reports the number of the Newsletter. It contains also the Table of contents.

In the bottom part the emblem of the EU is shown, with reference to funding of TARGET through H2020.

} Food for thought

This section provides a reflection linked to GEP implementation, with the purpose of sharing experiences and building good practice. This section is based on the experiences of TARGET implementing institutions as well as the outcomes of the main TARGET workshops and publications.

} News and updates

This part reports the main news and updates about TARGET.

} Highlights

This section highlights the most relevant new publications related to gender equality and structural change.

The Newsletter (layout, structure and first issue) was discussed in January 2019 and launched afterwards. After distribution of the newsletter, contents are further disseminated through the website - TARGET Post (Food for Thought) and References (Highlights).

Figure 12 TARGET newsletter



4.4 Twitter



Twitter is an ongoing public conversation where people all over the world can post short messages (140 characters is the limit) which are picked up and responded to by others who share their interests instantly. If you have a particular area of research interest you will soon find yourself communicating with others who share that interest. Twitter is a fast and brief form of staying in touch. You can check Twitter in your spare moments to see what like-minded people are talking about. Apart from direct publication of news, Twitter is also connected with Facebook and LinkedIn, thus permitting automatic publication of changes made in the Facebook profile ('What's on your mind' field). These three networks are therefore interconnected, and their connection with a new website will open further possibilities for online promotion.

The account of the TARGET project is **@gendertarget**.

The presentation page of the Twitter account clearly explains what TARGET is and gives evidence to the fact it is an H2020 funded project. It started in October 2017 and by the end of December 2021 it had 730 followers.

Figure 13. Twitter Account



Top tips for tweeting

1. Keep it short. If you are stuck for space, delete redundant words such as ‘very’ and try to limit your tweet to 120 characters to allow people room to retweet it.
2. Make it easy to read. Watch spelling and grammar, and correct punctuation. Avoid ALL CAPS as it comes across as shouting. Use quote marks if you’re quoting a source.
3. Write as if you are writing a newspaper headline. You want to grab people’s attention. Use strong, colourful, everyday nouns and verbs. People will be more inclined to retweet your tweet if it is superbly written and grabs attention.
4. Rewrite if necessary. If you’re linking to a blog post or an article on a website that is not your own, you don’t have to use their headline if you think you can write a better one.
5. Check your tweets before publishing. Tweets cannot be edited once published, but they can be deleted and rewritten if you notice an error immediately. However, planning before publication and correcting errors in follow-up tweets is better than deleting something which has already been published and seen by your followers.
6. Don’t just tweet to promote yourself. Tweeting about your own work is great, but constantly overselling yourself will turn people off, and you will become invisible to them.
7. Engage in conversation: Twitter is as much about the conversation you have with others, so don’t be afraid to @mention others on relevant topics, and to respond to people who interact with you.
8. Retweet with careful consideration. You are displaying your editorial judgement to the world, and what you retweet reflects on you.
9. Credit others. If you’re retweeting someone, credit them for their work—it’s common courtesy

Tweets summarise project activity: i.e. publishing a report or blogpost activities, online discussions.

Given the importance of Twitter, it is used for several activities, such as:

- To connect with partners’ accounts, relevant EU and stakeholders’ accounts.
- To post on Twitter each news about TARGET events, deliverable and important results.
- To repost main news about partner activities related to the topic of interest of TARGET
- To live tweeting during TARGET events

Each partner tags the TARGET Twitter handle/ username and the official institutional Twitter handle/ username in all relevant posts in order to interact with the TARGET account and its followers.

Live tweeting from TARGET related events and promotional activities was also strongly encouraged to help create an online “buzz” about the project. During the events of the TARGET project, it was strongly recommended to tag the TARGET account and tag the

institutional twitter account and use the hashtag **#gendertarget**

The project’s Twitter account was automatically linked to the portal. Blog posts and new resources were published automatically to Twitter if desired.

Twitter was an important tool to reach non-gender related stakeholders and scientists in general through well-known science accounts (such as LifeScience and other).

Our initial Twitter analysis was based upon capturing Tweets that contain either “gender”, “women”, or “woman”. The analysis presented previously filtered out those accounts and users from the initially captured Tweets that published frequently about “science.”

Based upon this analysis, TARGET has had the means to contact (follow or reply) the popular accounts in order to drive traffic to our portal and spread news about TARGET to those groups which are probably not directly part of the inner circle of Gender and Science.

Since Twitter activity changes rapidly and is highly ephemeral, monitoring the Tweet stream was an ongoing activity. This allowed us to support dissemination or produce further content for the portal blog posts.

Useful Twitter Terminology

Term	Definition
Follow	Following another user means that all their tweets will appear in your feed. Click on their user name, and their profile will appear on the right of your screen, with a bright green Follow button. Just click this to follow.
Who to follow list	This is a list of Twitter’s suggestions of people or organizations that you might want to follow, based on points of similarity with your profile. Scroll down the list and click the green Follow button next to anyone you want to.
Unfollow	To stop seeing someone else’s tweets, go to your following list and find the person you want to stop following and hover the cursor over the green Following button until it is replaced by the red Unfollow button, then click.
Block	From time to time a spammer or other unsavoury character may appear in your Followers list. Click the head and shoulders icon next to the unwanted follower’s name so that the ‘Block [their name]’ option appears – click this and they will be removed from your Followers list. For any form of spammer or malware user it’s a good idea to click also ‘Report [their name] for spam’ so as to limit their capacity to annoy others. You should look at and weed out your ‘Followers’ list regularly. Twitter shows the new followers at the top of the list.
Retweet or RT	To share somebody else’s tweet that you have seen in your feed, hover above it and select retweet. It then goes to all your followers, with a small arrow icon, which shows others that this wasn’t originally your tweet.
Reply	To respond to somebody else’s tweet, hover over it and select the Reply option, which will then appear in their @Mentions column. They may also reply to you, so check your @Mentions column.

@	Used in tweets when you want to mention another user. Also, the first part of every Twitter username – for example @gendertarget
Mentions	Check your @Mentions column to see when others have mentioned you.
#	Hashtag – used to categorize tweets. Popular topics are referred to as trending topics and are sometimes accompanied by hashtags, such as #london2012 #davidwilletts. Click on any of them listed on the home page and you'll see a list of related tweets from many different users. Including popular hashtags that are already in use in a tweet may attract more attention. Hashtags are also used as part of 'backchannel' communication around an event, be it a conference, a TV programme or a global event. An event audience can share comments, questions and links with each other while continuing to follow the formal presentation.
Direct Message or DM	These are private messages that you can send to other Twitter users. Click the Message menu at the top of the home page.
Shortened URLs	Given that a typical web address is rather long and clumsy, free URL shortening sites such as bitly.com and tinyurl.com provide shorter links which you can paste into tweets. Simply copy the web address of the page that you'd like to share, paste it into the box on either site, and you will be given a short link which will re-direct anybody who clicks on it back to the original page you want to share.

Twitter has been also a powerful tool for collaboration with other sister projects in joint campaigns.

4.6 Facebook

Facebook is a popular free [social networking](#) website that allows registered users to create profiles, upload photos and video, send messages and keep in touch with friends, family and colleagues. The site, which is available in 37 different languages, includes public features such as:

- Marketplace - allows members to post, read and respond to classified ads.
- Groups - allows members who have common interests to find each other and interact.
- Events - allows members to publicize an event, invite guests and track who plans to attend.
- Pages - allows members to create and promote a public page built around a specific topic.
- Presence technology - allows members to see which contacts are online and chat.

Within each member's personal profile, there are several key networking components. The most popular is arguably the Wall, which is essentially a virtual bulletin board. Messages left on a member's Wall can be text, video or photos. Another popular component is the virtual Photo Album. Photos can be uploaded from the desktop or directly from a [smartphone](#) camera. There is no limitation on quantity, but Facebook staff will remove inappropriate or copyrighted images. An

interactive album feature allows the member's contacts (who are called generically called "friends") to comment on each other's photos and identify (tag) people in the photos. Another popular profile component is status updates, a [microblogging](#) feature that allows members to broadcast short Twitter-like announcements to their friends. All interactions are published in a news feed, which is distributed in real-time to the member's friends.

For the purpose of TARGET dissemination, we have created a Page named TARGET – Taking a reflexive approach to Gender Equality for institutional Transformation (<https://www.facebook.com/gendertarget.eu/>), using the visual identity created of for the project and registered as a community.

Both FGB and NOTUS communication staff were the administrator of the page; the page was led mainly in English with the possibility for partners to make posts in their own languages.

The page contains a short description of the project and a reference to its webpage. It replicates contents disseminated through the newsletter, Twitter and the website, as well as Facebook posts from the accounts of TARGET partners.

Partners were asked to contribute, following Facebook netiquette.

The netiquette, or behavioral "etiquette" on the Net, is the set of rules that can be used to participate in digital community projects, forums, chat, social media, user generated content. Here too on Facebook, for our official page, we suggested a netiquette, which we pray for respect for a good civil co-existence of all the participants. We announced that the systematic transgression of one or more suggestions would result in postal removal or, in the most serious cases, Facebook reporting. We followed the instructions below:

1. To understand the content of the comments and not to be out of place, it will be useful before you write read the messages / posts / notes already published: it is the easiest way to understand the topic and the way it is dealt with.
2. Do not write all in uppercase in the text of posts or comments: on the web this behavior is equivalent to raising the voice and just like in the offline world, is considered unmanaged.
3. Do not brag, do not go out of the question about the post topic or the published note: remember that the comments "off topic" can be removed. Use the open wall or the "discussion" tab if you want to post a report or non-theme content with the topic of the day.
4. Do not post content that is beyond TARGET's interest in its activities, products, and competitions around which our fan page is based.
5. Do not promote events or other fan pages unrelated to TARGET on our page board.
6. Avoid the "flames", those personal dissensions that can become uncontrollable "flames" on the net. It is better not to bring a private debate into a public area, especially if it is

controversial. Do not post useless messages or comments that simply take part of one or the other of the contestants in a discussion.

7. Never publish, without the express permission of the author, the contents of e-mail or private messages.
8. Never post personal data, yours, or others, such as your mobile number or email address.
9. Do not be intolerant with those who make syntactic or grammatical mistakes. Anyone who writes is, however, supposed to improve their own language so that they can be understandable to the community.
10. Any post containing insults, disparaging or discriminatory words against ideas, sex, race, religion, expressed by other users will be removed immediately.

The Facebook page dedicated to the project (<https://www.facebook.com/gendertarget.eu>) was opened in 2018 and by the end of December 2021 it had 380 likes and 399 followers.

Figure 7. TARGET Facebook page



Contents

The contents were mainly taken from the project website, from the partners website and from influencers/media on these issues. Posts are divided into the following themes:

- news from the project: activities, updates and results;
- news from the world of gender and diversity": news from the media of the sector or influencers (such as Women Science communities, the European Institute on Gender Equality, The European Parliament FEMM Committee, Catalyst)
- sister projects: news from other similar European projects like GEECCO, SUPERA, CHANGE, ACT, etc.

Style and tone of voice

- Simple, clear and transparent to reflect the values of the project.
- Use of visual elements, such as photos and videos, that increase the interest, the participation of the recipients and their interaction with the proposed content ("I like", comments and shares)

4.7 YouTube Channel

A YouTube channel is a member's personal presence on YouTube, similar to other social media sites. A personal YouTube channel is available to everyone who joins YouTube as a member. The channel serves as the home page for the user's account.

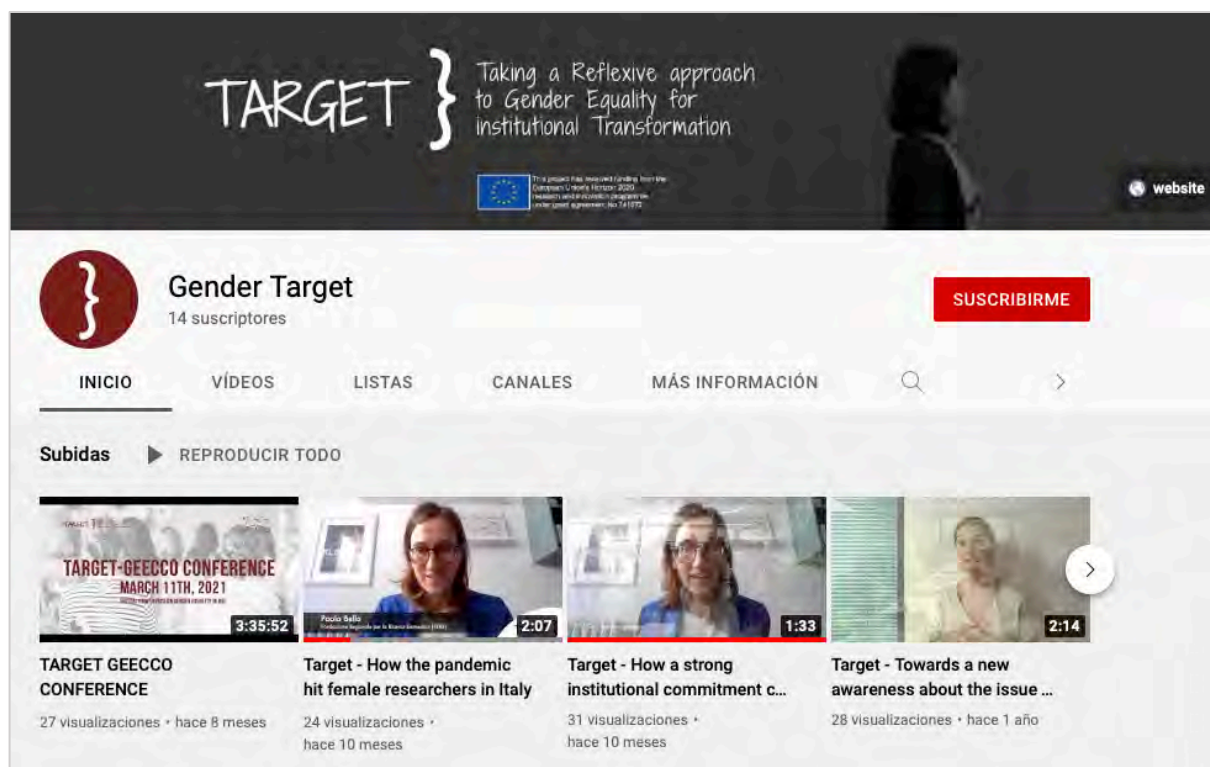
After the user enters and approves the information, the channel shows the account name, a personal description, the public videos the member uploads, and any user information the member enters.

For these reasons a YouTube Channel is a perfect tool to disseminate original videos, like the video prepared for the joint TARGET-GEECCO conference or the interviews with TARGET partners. A YouTube channel has been created:

https://www.youtube.com/channel/UCcRN254udstiOPVGO_Vlg6Q?view_as=subscriber

YouTube Channel has been a complementary social media tool for dissemination. These videos are also available in the TARGET website.

Figure 8. Target YouTube Channel



4.8 Bookmark

An additional tool for dissemination and communication was the TARGET Bookmark.

The Bookmark, on the one hand aimed at providing a very low-cost publicity material for the project to be disseminated during the meetings, conferences, and events which project's partners attended. On the other hand, it allowed a real-time access to updated information about the project's activities and results. The Bookmark contained a QRCode that links to the website.

This solution was considered better than a flyer or a brochure since it was designed at the beginning of the activities and did not need to be updated during the project.

5. Guidelines for Institutional Communication

The guidelines for institutional communication were addressed to support GEII internal communication about TARGET and GEP/GES development. An effective communication of the GEP/GES to all staff was key for its success. The basic objectives were:

- Help engage top-management with the project and GEP process
- Help define the main communication channels for the community of practice in each GEII
- Help define how communication actions can be integrated into the GEP as well as how to communicate and disseminate the GEP
- Help address how institutional workshops can support internal dissemination activities.

5.1 Engaging Top-Management with TARGET and the GEP process

Engaging top and upper-level management was crucial for the overall development of the GEP in each institution. In particular, strong and explicit commitment at the initial stage (gender audit) was required to increase the perceived legitimacy of the GEP and facilitate its development. The TARGET GEAT provided practical suggestions on how to strengthen the commitment at the highest organisational levels of the GEII. For further examples of convincing arguments of the benefits of gender equality targeted to different stakeholders including senior staff see the GEAR tool and the TARGET guide (D53.b) In the gender equality audit phase, each GEII had to develop a specific communication strategy to address management. Regular communication with management was maintained throughout different stages of GEP.

Top and upper level management played a central role in the communication strategy from the start. The GEIIs senior managers announced the gender equality audit, the goals of initiating a process of institutional change towards more gender equality, and the expected institutional opportunities and benefits. This was implemented through different means, such as:

- Ensuring an explicit endorsement of TARGET from top management in the GEII's website. GEII's website announced the participation of the institution in TARGET and provide a basic outline of the project. This was combined with advocating for the gender equality in the institution and its potential benefits.
- Asking top-tier management to send an email to the entire staff in which they express their support for the TARGET GEA and the work of the GEII change agent, authorising all required information flows and reiterating that standard anonymization procedures will be strictly complied with whenever sensitive personal data is involved.
- Identifying someone from the top-tier management to be videoed with their message of support for TARGET. This video was filmed during one of the institutional workshops,

5.2 Communication channels for a community of practice in each GEII

It was important to use the GEA process as an opportunity to build an effective community of practice for the whole GEP process. In this sense, for an effective intra-organisational communication staff needed to understand why they are being asked to participate in the gender audit process. Essential aspects to deal with were:

- What is the value of conducting the GEA?
- What are the gains and benefits that may be expected (individual/ institutional levels)?
- What role should they play in the GEA process?
- What does the GEA lead to? (GEP).

It was also crucial to identify who is responsible for internal and external communication of the institution and invite them to take part in the community of practice. First invitation was the institutional workshop.

Defining the main internal communication channels of the community of practice at the beginning of this process was beneficial. Each GEII needed to define the main means of communication for their CoP – it could be face to face meetings (including the Institutional Workshop), combined with email communication (building an email list), or skype. It is also necessary to define who is responsible for populating the main communication channels (change agent/gender equality assistant) and who is responsible for acting as the communications interface with TARGET supporting partners (NOTUS/ FGB) within the project (for project newsletters, blogposts, tweets etc).

The CoP have played a crucial role in the initial GEP process (audit, and design) and therefore in designing the overall communication strategy defined in the GEP. Each GEII discussed their inputs with the supporting partner.

5.3 Communication strategy for GEP development

A communication strategy for GEP development addressed two different aspects:

- how communication actions can be integrated into the GEP
- how to communicate and disseminate the GEP.

Regarding the first point, the GEAR tool (EIGE 2016) recommends involving the communications department of a given institution in order to assure that:

- gender-neutral language in internal and external communication is used in the institution
- non-stereotypical and non-sexist images in internal and external communication are used.

A revision of internal and external communication processes was included in the GEP of each institution as one of the lines of action.

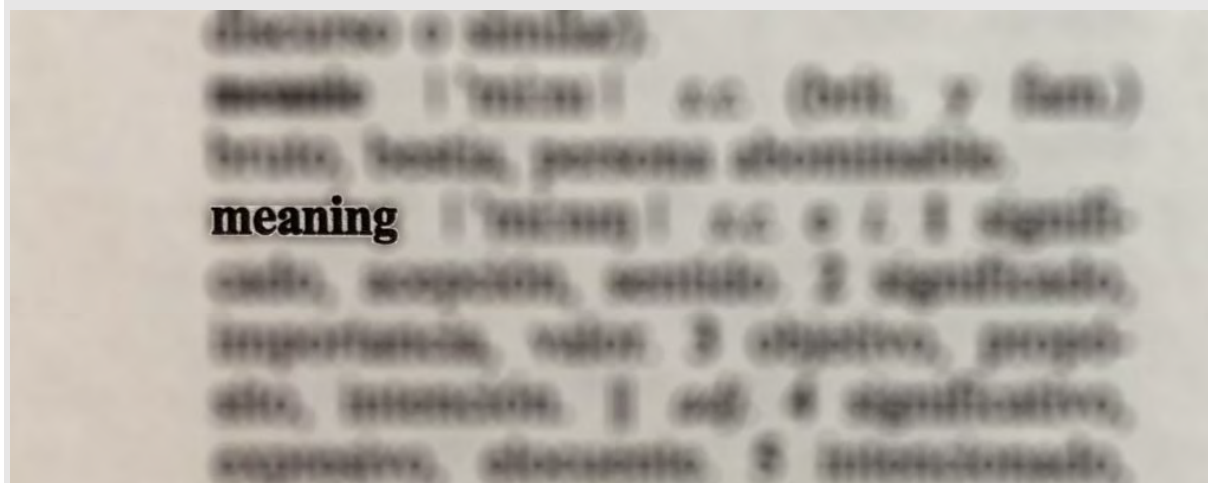
Regarding the second point, basic aspects are:

- GEP was publicly available on the institutions' website
- There was a written endorsement of the GEP by top management
- Project resources (e.g. newsletter, blogposts and social media posts) were used to reinforce internal dissemination and communication activities.

In addition, we followed the recommendations of the GEAR tool, which states that regular communication actions are crucial to give constant visibility to the GEP. It suggests that institutions should:

- mobilise the institutional communication channels to promote the actions undertaken within the framework of the GEP (with the support of the communication department of the institution)
- develop key messages tailored to different target groups
- advertise activities well in advance using popular communication channels to ensure maximum participation
- report on the progress towards gender equality in the institution at regular intervals. Monitoring progress and subsequent findings can provide the basis for content to share. Develop key messages for organisational stakeholders and provide online access to the full reporting publications and or data (bearing in mind data protection).

The fifth Capacity Building Workshop included a training session on communication and sustainability. The main recommendations were published in the TARGET Post as shown in the box below.

*Box 1. Communication and sustainability***SUSTAINABILITY: HOW DO WE GIVE SENSE AND MEANING TO IT?**

By Lorena Pajares. Consultant and team member of the SUPERA project at the UCM.

Sustainability can be a useless word, according to Jane Barry and Jelena Đorđević (2007), because it is too vague. They argue that it makes some people feel strong but can as well make others feel uneasy. We need to give sense to it, make it meaningful for our institution and us, and be a crucial aspect for a fundamental transformation of our organisations' gendered patterns and power relations.

To reflect on the importance of having a sustainable strategy for gender mainstreaming and the role of communication in making both concepts -sustainability and gender mainstreaming- meaningful for our institutions, the TARGET Consortium held a training session within its 5th Capacity Building Workshop (19th February 2021). It was a 3 hours workshop mainly devoted to participatory reflection and co-creation in group work.

At this stage of the project, all partners have their GEPs approved and in motion, so it seemed perfect timing to stop, look at the way still in front of them but also to the one behind, and from there, remind the key aspects that we should take into account to strive for sustainability. So the first question was: Are we actually including these aspects while implementing our activities and planning our next steps?

We started by revisiting the key recommendations that the European Institute for Gender Equality (EIGE) provides in its Gender Mainstreaming Toolkit for Institutional Transformation regarding sustainability. Then, we followed some added 'tips' gathered from the lessons learnt by other sister projects, so we could be sure that we were all aligned and on the same page before moving to the next question, which involved widening the meaning of sustainability. Here is where Barry and

Đorđević helped us deepen on how we need to think about the sustainability of the process and the sustainability of the activism and the people leading that process.

To be able to give sense to that specific idea (sustainability of the activism), we went through two more reflections very much related: The first one by Chimamanda Ngozi Adichie, stating how talking about gender can easily trigger resistances (not in vain Gender Mainstreaming aims at changing the status quo), and the second one by Mieke Verloo about our “everyday feminist practices”, which led to the question of how are we helping to deal with resistances and to shape, connect and sustain these everyday feminist practices that will also be key for the sustainability of our process. More specifically, how do we use communication for it? Beyond informing and raising awareness: Communication as a key tool for mobilising, engaging and sustaining activism.

With all these fundamental ideas and questions in mind, we went directly to the breakout rooms to work in groups in a two-steps participatory dynamic: First, to quickly elaborate a map of stakeholders with the key actors for sustainability, taking into account each institution’s next steps, and second, to think about what each one should know about the process, when, and especially, what for. This last question enables taking into account intangible aspects related to sustainability that go much further than just being informed or raising awareness, like fostering engagement, mobilising, negotiating or promoting activism.

Having discussed and reflected on this, we could more easily move into the next topic, focused on how to do it. How do we communicate our gender goals, activities and policies to secure their sustainability better once the project is over? To answer this, we followed the steps described in the Handbook developed by the European Network of Equality Bodies (Equinet) on ‘Framing Equality’ (2018). They involve three main activities: 1) getting an agreement that there is a problem (and what it is); 2) reaching a consensus around a solution; 3) inspiring support or action.

The importance of framing, or how we describe reality, will determine its political solution. As Mieke Verloo explains, framing refers to the representation of reality. It is a highly political exercise because it will condition our priority setting, as simple as it might seem. Thus, we raised the following question: How have we been communicating and framing our GEPs, and how did it work so far? Have we contributed to creating feminist frames and sustain feminist practices? The heart of the matter is that activated frames (by often using them) would at some point become common sense, and this transformation is part of our structural change goals and would impact the organisational culture, gaining few steps towards sustainability.

To feed this reflection, and before going again into the breakout rooms, we put it in dialogue with two insightful contributions: One by Carol Bacchi and Susan Goodwin (2016), who explain that how we understand (and therefore frame) problems of inequality can also help revealing why academia

sustains inequalities, and the second one by Stina Powell (2018), who points out how the discourse of gender equality still fails to address critical issues like power, privilege, or meritocracy. It is there where it all lies at the end (also communication): power relations.

With these ideas in mind, and after briefly going through some practical tips regarding internal and external communication based on EIGE's recommendations, we devoted the last part of the workshop to discuss the main elements of a communication strategy in groups. We used a template for that, based on the 'Design for wiser action' methodology. The template included all the aspects mentioned throughout the session: the 'whos', 'whats' and 'whens', but also the more political and intangible aspects, like the what for, resistances, underlying needs or key framing concepts, which are what relate to the core norms and values of the organisational culture and hence entail a more meaningful step towards sustainability. Of course, the task was huge, and we did not have the time to complete it, but even if it was only for the high-level quality of the discussions and interactions among the partners, it was worth it. I am grateful for having been able to be part of it for that short while.

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5.4 Institutional Workshops

The institutional workshops provided a forum for institutional communication. Five institutional workshops were planned in each GEII throughout the project, two workshops in WP3 ('Knowing and planning') and three workshops in WP4 ('Implementing, monitoring and self-assessment').

It was important to inform all the staff about the institutional workshops through regular institutional communication procedures at least three weeks before they took place. It was also included in the institutional calendar to give increased visibility to the project.

All relevant stakeholders within the institution were encouraged to either attend the workshops or send someone to represent them (these will be mainly those from Human Resources, belonging to decision-making bodies, gender equality roles, communications departments, IT departments etc). This referred to all the members of the community of practice and additional stakeholders. The specific audience of each institutional workshop was defined in advance, depending on the objectives of the workshop.

One option for the Institutional Workshop was to combine a more closed operational workshop with key stakeholders with an open session where the staff were invited (limited to a certain number who register) to part of the institutional workshop for a general presentation of the GEP's progress and envisaged activities.

The institutional workshops provided a forum to revise communication issues and identify how progress towards gender equality had to be communicated internally and externally.

Reflections on the institutional workshops were disseminated through the website post and other social media.

6. Guidelines for National Dissemination (RPOs and RFOs)

Specific guidelines for national dissemination were included in this revised version of the toolkit. The TARGET countries have been characterised as relatively ‘inactive’ in developing gender equality policies in R&I. Therefore, GEIs aimed at contributing to the national discourse on gender equality in R&I. GEIs have been selected for their potential to initiate change in the national discourse on gender equality in R&I.

Each GEI initiated at least one national dissemination workshop addressing specific target groups and one final national conference.

The national level dissemination activities of GEIs main objectives were:

- to contribute to the national/ regional discourse on gender equality in science and research
- to make visible the GEI’s GEP and GEP process to national level stakeholders
- to act as a ‘good practice’ to follow for other national institutions.

The national dissemination strategy was discussed and agreed at the 3rd Institutional Workshop. This included objectives, stakeholders, activities, expected impact and timeframe of the national level dissemination activities.

6.1 Defining objectives

It was crucial for each institution to formulate specific national level dissemination objectives. This will help identify relevant stakeholders, activities and expected impacts at the national level. One dissemination objective may be: “to make our GEP visible to national R&I stakeholders”, in this instance stakeholders would be “national level media outlets, television, radio” and impact might be “more R&I institutions developing GEPs”.

6.2 Engaging National level Stakeholders

Engaging national level stakeholders was crucial for contributing to the national/regional discourse on gender equality in science and research. As well as for engaging stakeholders at the institutional level (i.e. members of top and middle management, staff members, external experts involved in key institutional processes). It was also necessary to strike up dialogue with other national and regional level stakeholders. These included:

- Policy makers (in the fields of gender equality, research, innovation, higher education etc.)
- National experts on gender equality in R&I
- National representatives in Standing Working Group on Gender in R&I (former Helsinki Group members) and other ERA related working groups

- National Euraxxess Centres
- Interested parties for example other RPOs and RFOs
- Media and general public.

It was relevant to define and identify the stakeholders that each GEII wanted to reach with the TARGET national level dissemination events. The specific stakeholders that each GEII wanted to engage in the national level dissemination activities to a large degree depended on the objectives that the GEII wanted to achieve and the activities that the GEII wished to carry out. It was, however, assumed that promoting the development of the GEP would have a knock-on effect – encouraging further GEP take-up. Therefore, inviting those stakeholders that have a ‘multiplier effect’, i.e., research funders should form an important part of the strategy.

6.3 National Level Dissemination Activities

The type of GEII influenced the national level dissemination activities. For example, we can distinguish between top-down dissemination activities developed by RFOs and more horizontal activities developed by RPOs. Top-down activities included awareness raising and capacity building activities for RPOs. A more horizontal approach included a national workshop to share the best practices of the GEP implementation. All institutions were expected to develop bottom-up activities to influence policymakers and other relevant RFOs to strengthen the regional discourse on gender equality.

Different activities have been organised at the national level, including:

- Dissemination of project developments in relevant institutional meetings with relevant stakeholders (not as separate events)
- Holding information days
- National level workshops which may include inviting an ‘external’ (perhaps national level) expert to speak on a specific topic related to gender equality and R&I (including the gender dimension) and invite national stakeholders
- National level conference
- Establishing a national level network
- Social media engagement at national level
- Translation of GEP and useful TARGET tools.

The choice of activities depended on the national dissemination objectives of each GEII. Each GEII, however, had to carry out a National Dissemination Workshop and a Final National Conference.

National Dissemination Workshops

National dissemination workshops were a useful way to engage national level stakeholders as they can be a useful format for networking and enable experts or external stakeholders to provide crucial inputs for specific and relevant aspects of the GEP implementation.

An example of a TARGET national dissemination workshop was organised by the FRRB on the 24th of October 2018 titled Gendered Innovation in Science and Research. The theme of the workshop, integrating the gender dimension in research content was highly relevant to the GEP that FRRB has developed. High profile Professor Londa Schiebinger was invited as a speaker. The workshop was addressed to researchers, clinicians and academics working in the field of healthcare and social policies. Londa Schiebinger, Professor of History of Science at Stanford University, presented the ideas underpinning the 'gendered innovations' study. In particular, she highlighted how even disciplines long considered sex- and gender-neutral, such as science and engineering, are actually not. The workshop was also useful for planning the next FRRB activities to include the gender dimension in content.

Some GEIIs have linked the national dissemination workshop to another important national event to increase visibility and reach relevant stakeholders.

Final National Conference

To address a broader audience and to initiate/consolidate a national gender equality discourse in R&I, a national final conference was organised by each GEII. Other organisations in R&I with experiences in implementing gender equality measures were invited as well as policy makers and other relevant interested parties. In the Final National Conference the GEP was presented and the implementation processes discussed, including those facilitating and hindering factors at both the institutional and wider contextual levels. A reflection on the GEIIs GEP design, implementation, monitoring and evaluation process was situated in the national context. Recommendations for both the institutional level and national level were discussed and then fed into the practitioner and policy briefs (D53).

Social Media Strategy

Relevant national stakeholders were also invited to engage with the social media platforms of the TARGET project. A wide range of stakeholders from all participating countries were encouraged to visit our Facebook page, engage with us on Twitter and watch our YouTube videos. Relevant national stakeholders were identified to be invited to publish a link to the TARGET website. We also placed links to relevant national organisations on the TARGET homepage.

Reflections on the national conferences were disseminated through the newsletter and blogposts. See, for example, the blog on the final University of Belgrade's conference below (<http://www.gendertarget.eu/2021/12/17/rulebook-on-prevention/>)

Figure 14. TARGET blog - University of Belgrade national conference

RULEBOOK ON PREVENTION AND PROTECTION FROM SEXUAL HARASSMENT-FROM POLICY TO IMPLEMENTATION. NATIONAL CONFERENCE OF THE TARGET PROJECT IN SERBIA – UNIVERSITY OF BELGRADE



University of Belgrade's final national conference within the TARGET project was held on December 14 2021. It was an online gathering of more than 50 participants, including members of the academic community, representatives of UB's management, government officials and representatives of international agencies and organizations, with the focus on the topic of "Rulebook on Prevention and Protection from Sexual harassment-From Policy to Implementation".

The participants were welcomed by the current rector **Vladan Djokic** who stated that "the management of the University of Belgrade declares its full support to the continuation of activities that continuously contribute to gender equality" and that "the university commits to undertake all measures necessary to create structural changes with the aim of reaching and sustaining higher level of gender equality at all levels and all areas of education and research, by building institutional capacity for identifying relevant data, raising awareness and promoting gender equality within the academic structures."

7. Guidelines for National/International Dissemination (Network of universities)

The network of universities is a special case, in which both national and international dissemination activities are relevant.

The main objectives of the national level dissemination activities of the network of universities were:

- to contribute to the national discourse on gender equality in science and research in certain countries represented by active member universities (e.g. Tunisia, Morocco, Spain)
- to act as a multiplier – disseminating the GEP implementation tools developed by TARGET to member institutions – for them to share with their national level networks of institutions.

The network of universities, however, has had an additional objective for dissemination activities that transcends the national level. That was to disseminate the TARGET experience to other networks of universities.

The national/international dissemination strategy was discussed and agreed at the 3rd Institutional Workshop. This included objectives, stakeholders, activities, expected impact and timeframe of the dissemination activities. Like in the other GEIs, the dissemination strategy included social media.

The network of universities developed several national workshops as well as one international workshop.

7.1 National dissemination activities

It was crucial for the network of universities to establish dissemination objectives at national level. For example, at the national level, the focus was on those countries where gender activities in the field of R&I are less developed but RMEI members were starting to be active as a direct consequence of TARGET. The activity was to organise a national workshop with relevant R&I stakeholders to give visibility to the new gender initiatives developed by RMEI members and discuss their relevance in the national context, while the impact was about increasing gender awareness and disseminate TARGET approach and tools among universities and other stakeholders.

An example of a successful national workshop held by the RMEI network consisted of the inauguration day of the Equal Opportunities Center of ENISO, Tunisia on December 7, 2018. On 17 October 2018, the Scientific Council of the National School of Engineers of Sousse (ENISO), in

Tunisia, agreed to create a Gender Equality Center. This was the first center launched by RMEI within the project TARGET H2020. The inauguration day of this Center counted with a wide presence of speakers and audience from this School and other universities and organisations. The inauguration day was attended by top-level university management and representatives of National Schools representatives of relevant NGOs and policy makers, as reported in the TARGET Post (<http://www.gendertarget.eu/2018/12/10/inauguration-gender-equality-center-eniso-tunisia/>). Similar events have been held in other countries, whilst other were had to be cancelled due to COVID-19 restrictions.

Figure 15. TARGET blog -inauguration of the Gender Equality Center of ENISO (Tunisia)

INAUGURATION OF THE GENDER EQUALITY CENTER OF ENISO (TUNISIA)



10.12.2018

Following the favorable opinion given by the scientific council of the **National Engineering School of Sousse-ENISO** on 17th October 2018 for the creation of a Gender Equality Center (GEC) within ENISO in Tunisia, on Friday 7th December 2018 was organized a day for the inauguration of this center. This structure is the first GEC to be opened under the TARGET H2020 project.

The presentation was attended by several officials: the vice president of the University of Sousse, the directors of the National Engineering Schools of Sousse and Sfax and the Higher School of Engineers of Mjez El Bab, representatives of the ENIT and ENIM, the general secretary of ENISO, as well as several representatives of research structures, research professors, administrative staff, students, both from ENISO and other institutions of the University of Sousse (ISSATS, ESSTHS, ISIT'com). Also a representative of the Tunisian women's ministry participated in the day.

S

7.2 International dissemination activities

At the international level, the general objective was to disseminate the TARGET experience to the engineering scientific community. In addition to scientific publications and presentations in scientific conferences, an international dissemination conference was organised by RMEI on the topic 'Sustainability and Gender Equality' in Cairo, Egypt, 27-28 November 2021 (<https://www.gendertarget.eu/2021/12/07/sustainability-and-gender-equality/>)

Figure 16. TARGET blog -RMEI final international conference



8. Dissemination of final TARGET public reports

Main final public reports of TARGET include:

- Emerald book: to be published by this editorial
- GEIs public reports
- Practitioner brief: TARGET guide: Going beyond the formal adoption of a gender equality plan - Guide for universities
- Policy brief

While the Emerald book is addressed to the scientific community, the dissemination of the other public reports once they have been approved by the European Commission is a task of utmost importance for 1) sustaining structural change in TARGET GEIs and 2) fostering the adoption of gender equality policies in R&I in countries with little or no previous background in this field.

As explained in the related public deliverables, great efforts have been devoted to translate the GEIs public reports and the TARGET guide into the national language(s). The aim is to widely disseminate these reports at the national and international level, using a professional layout. An example is provided below, taking the case of FRRB as an example.



FONDAZIONE REGIONALE PER LA RICERCA BIOMEDICA (FRRB)



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The opinions expressed in this document reflect only the author's view and in no way reflect the European Commission's opinions. The European Commission is not responsible for any use that may be made of the information it contains.

TARGET } Taking a Reflexive approach
to Gender Equality for
institutional Transformation

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Introduction

Fondazione Regionale per la Ricerca Biomedica (FRRB) was established by Lombardy Region in October 2011. Its aim is to promote and enhance scientific research in Life Sciences, particularly in the biomedical field. Specifically, FRRB's mission is to implement the research priorities identified by the Regional Directorate General for Welfare and Healthcare.

FRRB represents one of the main strategic platforms for boosting progress, research, development and innovation in hospitals, universities and research centres focused on biomedical research and located in Lombardy Region.

Its 'raison d'être' is to serve as support for the implementation of the regional healthcare research policy, in order to place Lombardy regional system in a leading position in Europe in this field.

FRRB also aims to invest local and European resources in innovative basic and translational research projects to generate positive impact on the local healthcare system and citizens.

In 2016, FRRB adopted a Quality Management System to improve the overall performance of the organisation, with continuous monitoring of risks and opportunities, which is a fundamental prerequisite for responding effectively to its statutory mission. This led, in January 2017, to achieve the mark of conformity to the UNI EN ISO 9001: 2015 standard in the field of Promotion of competitive calls for the selection of innovative research projects in the biomedical field. In September 2018, FRRB also adopted its own Quality Policy.

FRRB operates on the basis of its Ethics Code, which sets out its values and principles. Since 2017, FRRB has been working on gender equality issues, and this led to the elaboration, and the official approval, of a Gender Equality Plan (GEP). As major actor in the field of biomedical research, FRRB operates on different levels and with different kind of stakeholders. Because of its activity as funding organisation, FRRB holds a constant dialogue with its beneficiaries: hospitals, research centres and universities, located on the Lombardy territory. Furthermore, FRRB is active on the national and international scenario, dealing with other funding agencies, as well as with health ministries across Europe.

1. Why do we need a Gender Equality Plan?

Over the years, FRRB has become a reference for what concerns research funding in Lombardy. FRRB supports research to find solutions to challenges in different areas: personalised medicine, as an overall approach to place the individual and their needs at the centre of their healthcare; rare diseases; cancer; and antibiotic resistance.

Particular attention is paid to Early Career Researchers (ECR), to drive innovation and to attract the best researchers from abroad.

FRRB is also involved in several European initiatives, including the TARGET (TAKing a Reflexive approach to Gender Equality for institutional Transformation) project, funded by the European Union under the Horizon 2020 Programme (Grant Agreement no. 741672) and dedicated to promoting gender equality in research and innovation.

From the beginning of TARGET project, FRRB embraced the project mission, pursuing its objectives and promoting the adoption of gender equality policies and realising several dissemination activities.

Despite the diversity of the activities, FRRB is a small team, composed by nine people: a General Director and eight staff members. A Scientific Committee and a Board of Directors collaborate in the strategic management of the organisation.

FRRB's main stakeholder is represented by the scientific community of Lombardy, mostly hospitals, universities, and research centres, which are all also beneficiaries of FRRB funding.

It is precisely in its role of funding agency that FRRB acknowledged its own influence to encourage the implementation of gender equality (GE) policies in the organisations it funds, but at the same time this could have not been done without a profound reflexive process that drove it to change and to introduce new GE policies.

Until a few years ago, there were no specific GE policies in place. This was mostly due to the size of the Foundation and the limited number of calls for proposals launched. However, following a substantial increase in the number of staff members and in the number of funding initiatives, FRRB realised the importance of incorporating GE in three areas:

- » **Internal dimension.** Through a clear commitment to the principles of non-discrimination, equal opportunities, and equal treatment.
- » **External dimension.** Through the introduction of rules for researchers applying to FRRB calls for proposals (e.g., specific provision for parental leave), tracking and collecting data on applicants/winners based on sex/gender.
- » **Research dimension.** Ensuring in all calls a focus on sex and gender. This refers not only to the sex distribution within research teams, but also to the inclusion of sex and/or gender analysis in the research itself.

Based on these three considerations, the elaboration of the GEP began, addressing institutional and outreach aspects.

2. Designing and Approving a Gender Equality Plan

In the elaboration of its GEP, FRRB could rely on a strong network.

First, all FRRB staff members and the General Director showed interest and commitment to the goal of TARGET project and in striving in all processes towards a new gender-sensitive culture.

Second, FRRB set up a Community of Practice (CoP), composed by representatives of hospitals, universities, and research centres. The members of the CoP came from different backgrounds: clinicians, researchers, and administrative staff from the grant offices. Obviously, working with TARGET partners allowed FRRB to benefit from exchanges of best practices and continuous feedback.

In 2018, FRRB drafted its first GEP, which was then formally approved by the General Director in 2019.

The initial Plan was structured around three main areas:

- » **Human resource management.** Promoting a gender-inclusive organisational culture and eliminating unconscious gender biases in all aspects of human resource management.
- » **Decision-making.** Addressing gender imbalances in decision making processes, internally and externally, involving policy makers, the scientific community and the lay public. Raising awareness on how to overcome gender imbalances through the decision-making process.
- » **Integration of gender dimensions in research content.** Fostering the integration of the gender dimension in research and within the scientific community.

Each area was divided into actions, for which a target and timeframe were defined.

The actions envisaged in the plan set the ground for important changes, both at institutional level and for FRRB stakeholders (hospitals and universities and research centres in Lombardy).

Following the approval of the first GEP, the following measures were introduced:

- » A revision of the ethics code, incorporating a specific paragraph on the principle of non-discrimination.
- » An internal regulation for remote working, intended as way to support the work-life balance of its employees. The regulation was introduced just a few weeks before the national lockdown, and it proved to be extremely useful.
- » A procedure for establishing clear, unbiased, and transparent objectives, based on the different roles of each staff member.

Many activities have seen the direct involvement of the stakeholders of FRRB. Specifically, the GEP was drafted at the same time as the creation of a Community of Practice (CoP), a set of local stakeholders involved in the process of promoting equal opportunities in research.

The CoP has been actively participating in a number of FRRB initiatives to raise awareness on the issue of gender equality in research and on gender medicine. Thanks to the CoP's inputs and feedback, the following actions have been added to the GEP:

- » An anonymised gender-disaggregated data collection of the Principal Investigators (PI), applicants, and winners of FRRB calls for proposals.
- » A first regional survey among applicant institutions to identify GE provisions already in place in research organisations, including the existence of a GEP (or an equivalent document).
- » The inclusion, in the calls for proposals text, of the requirement of sex and gender analysis in all phases of the funded research.
- » The inclusion, in the call text, of specific measures to encourage women PI participation and of provisions for parental or sick leave.
- » An updated version of the guidelines for scientific reviewers, to better evaluate not only the 'gender balance' within a research group but also whether gender and/or sex are appropriately integrated into research designs.

Following the development of EU policies and the launch of the framework programme Horizon Europe, FRRB decided to revise its GEP, in line with the new requirements set out by the European Commission.

- » The new GEP has been approved by the Director General of FRRB in August 2021. Drafted in English for wider dissemination, it is also available on the FRRB website. The GEP is a public document, approved by the Directorate, has dedicated resources, includes provisions for data collection and monitoring and for training and capacity-building activities. Although most of the actions remain unchanged from the previous version, a few innovations have been introduced:
- » The development of actions divided into thematic areas, according to the requirements of the European Commission: work-life balance and organisational culture, gender balance in leadership and decision-making processes, gender equality in recruitment and career progression, integration of the gender dimension in research activities, and measures against gender-based violence including sexual harassment.
- » The creation of a system to monitor the progress made towards the objectives.
- » The appointment of an Equality Coordinator, a staff member nominated for two years by the Director General, responsible for the gender policies of the organisation and for the correct implementation of the GEP.
- » An internal database with gender-disaggregated data on FRRB staff (employees and leadership).
- » The update of internal procedures and regulations to make the GEP a document to be included in the induction documentation for newly recruited staff.
- » The revision of the internal regulations on human resources, introducing specific rules of conduct with regard to violence, harassment and bullying, and a system for reporting.

3. Main Activities Implemented

Many activities, both foreseen in the gender equality plan and other gender-related activities, have been realised over the course of the TARGET project.

They can be classified in four categories:

1. Change of internal procedures
2. Integration of GE dimension in research and in the calls for proposal
3. Trainings
4. Events

Change of internal procedures

As explained above, FRRB took on a reflexive process regarding its own organisation. With the involvement of the management and of staff members, the biggest changes concerned the modification of internal procedures, to take into account the GEP and its values; the approval of a remote working regulation, to ameliorate the work-life balance of the employees; the inclusion of specific provisions against violence; and the appointment of an Equality Coordinator.

Integration of GE dimension in research and in the calls for proposal

Over the last few years, in all European calls where FRRB participates as a funding agency, there is reference to the integration of sex and gender analysis in the research projects. Specifically, all research teams are asked to address biological (sex) and sociocultural (gender) differences in their projects, both at the preclinical and the clinical level.

FRRB, in its own regional calls, has been integrating the same approach. Not only are researchers expected to explain how they integrate sex and gender dimensions in their studies, but also reviewers are asked to evaluate if these dimensions are properly addressed and if the relevant terminology is used correctly, besides verifying the gender balance in research teams.

Trainings

As requested by the new GEP requirements, and as a necessary measure to acquire the skills and knowledge to contribute to the effective implementation of a GEP in a specific field or organisation, FRRB organised two trainings:

a. A training for its own staff

The two-day training, held in April and May 2020, tackled two major topics: Gender Equality at Work: Myths vs Reality; and Diversity: a System Approach. The training also covered different aspects, including gender as a social construct; historical, linguistic, and social excursus on gender; resistances, in particular in a working environment; in-depth analysis of European gender regulations.

The training helped fill the knowledge gaps in terms of gender equality policies and gave an insight on the gender impact of different policies and political initiatives. The training led to an increased awareness and interest in the topic, as demonstrated by the results of the questionnaires filled in by all participants.

b. A training on gender medicine specific for Early Career Researchers (ECR)

Following the launch of the call for proposal, FRRB Early Career Award, 16 ECR who were proposing innovative projects were selected for funding.

Acknowledging that sex and gender differences represent a crucial aspect in research activities – which is nonetheless often neglected in the phases of project planning, study implementation, and publication of results – FRRB organised a specific training on gender medicine (or gender-specific medicine) for the 16 ECR, inviting as speakers two major Italian experts in the field: Prof. Giovannella Baggio, President of the National Centre for Health and Gender Medicine and Scientific Editor of the Italian Journal of Gender-specific Medicine; and Prof. Walter Malorni, Scientific Director of the Global Health Centre and Director of the Reference Centre for Gender Medicine and the Italian Institute for Health. Dr. Franca di Nuovo, regional representative for gender medicine, also took part in the meeting.

Events

A full list of events is presented in Annex II. FRRB strongly believes in the importance of dissemination activities, to share knowledge, findings, and best practices with stakeholders and wider audiences. Dissemination is also crucial for the success and sustainability of a project.

Among the main events, the following can be highlighted:

» 24 October 2018: 3rd TARGET institutional workshop. Gendered innovations in science and research

Meeting with Prof. Londa Schiebinger, Stanford University. Presentation of case studies to demonstrate how sex and gender dimensions have an impact on innovation and discovery. It was discussed how a more comprehensive approach can bring added value to research.

» 6 March 2019: Gender equality plans in healthcare and research institutions: FRRB seminar with its Community of Practice

Presentation of FRRB GEP and of the GEP of the Hospital IRCCS Fondazione 'C. Besta' based in Milan. This meeting gave the opportunity to learn about the process of creating a GEP and to collect input and feedback from the CoP.

» **6 May 2020: *Gender considerations in emergency***

Following the pandemic situation, FRRB organised a remote round table to discuss the topic of gender in emergency with some representatives of hospitals and universities in Lombardy.

» **23 February 2021: *4th TARGET institutional workshop. Athena Swan Charter and gender equality in research***

Organisation of a seminar with a panel of international experts to discuss the Athena Swan Charter scheme, a framework used to support gender equality in higher education and research, and to present a project focused on gender medicine.

» **18 March 2021: *'Tutta Cuore e cervello' Mind the gap: gender balance in health care and medical research***

Participation in the round table organised by the IRCCS C. Besta Foundation on the topic of gender balance in the healthcare sector, to provide the perspective of a Funding Agency.

» **6 May 2021: *Gender medicine, when differences matter in health***

This meeting took the form of a webinar, part of the Spring of Ideas series of meetings organised by a political party. This meeting gave the opportunity to reach out to a completely different audience.

» **20 May 2021: *Co-creation workshop on sexual harassment in academia***

Meeting to discuss measures and practices against discrimination, harassment, and gender-based violence in research centres. Thanks to this meeting, FRRB started to work to address sexual harassment, violence, and bullying.

» **(ongoing) *Publication of a paper on gender equality in research and in medicine in the European, Italian and regional context.***

The paper, drafted in Italian, provides food for thought on the importance, and essentiality, of gender equality in research, medicine and in regional and national policies. It explains how courageous choices have to be made at the institutional and socioeconomic level to increase the participation, and the leadership, of women.

4. Main Changes in the Status Quo of Gender Equality at FRRB

Thanks to the adoption of the GEP and the process of conducting impact assessment, identifying bias and strategies to correct them, setting objectives, FRRB has changed sensibly. The work on the GEP and in general on GE policies has involved all staff, who is now more aware of the importance of the topic.

Some practices, such as gender-disaggregated data collection both for staff and for applicants, have now been acquired. The integration of sex and gender in research, as well as the pursuit of gender balance in research teams and in the panel of the reviewers, is now a standard.

An Equality Coordinator has been appointed for two years. The Equality Coordinator is in charge of the coordination of the activities related to the implementation of the GEP, they will ensure that all FRRB staff members are actively involved in the actions of the GEP.

The continuous attention to gender equality has made FRRB a reference point for the Lombardy Scientific community. FRRB is often invited to present its activities in talks or in other projects' meetings.

5. Looking Forward

The work accomplished so far has been considerable, but not yet finished. The implementation of a GEP, as well as a system for monitoring, is an ongoing process that will need the constant collaboration of all staff members and the management to be sustainable.

The GEP will be revised at least once every two years. As FRRB changes, its policies need to reflect the change. It is essential that, while continuing working with the CoP, FRRB increases the spectrum of its stakeholders, diversifying the participants and promoting continued dialogue and discussions.

Annex I: List of Dissemination Activities

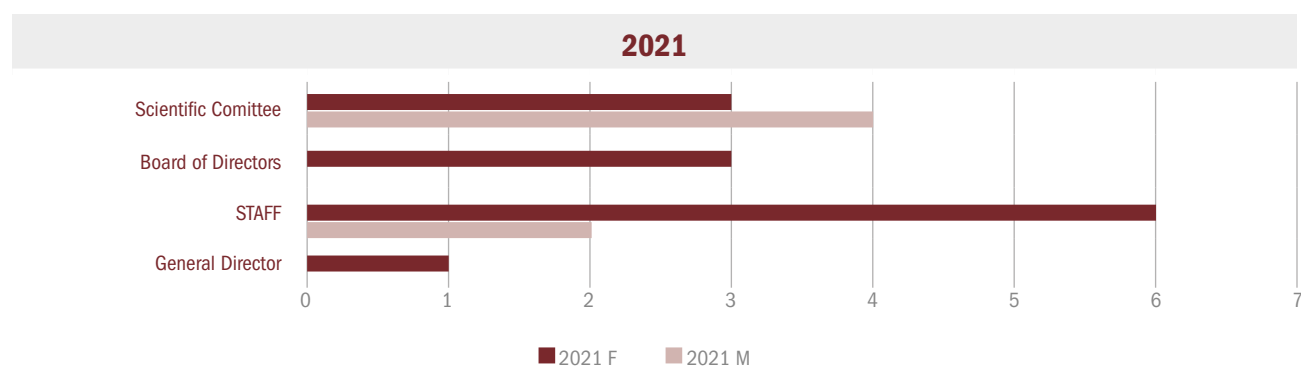
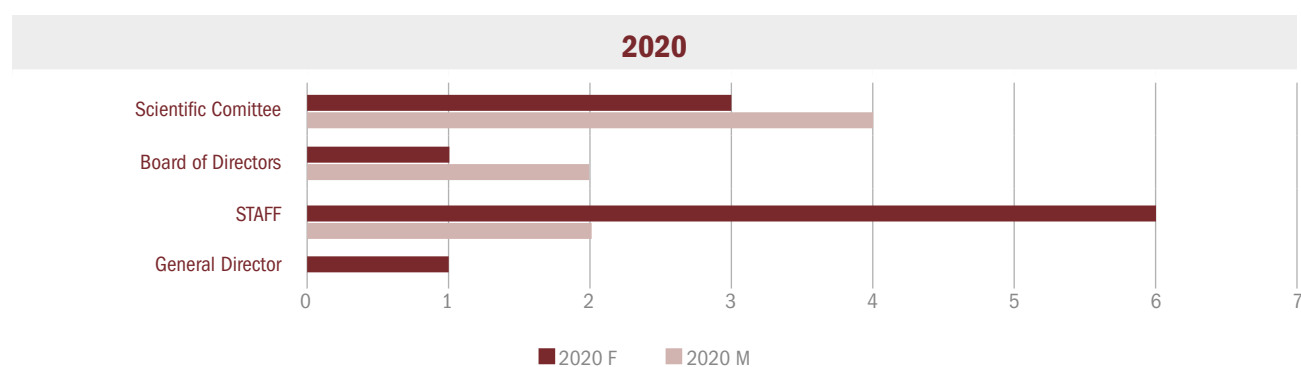
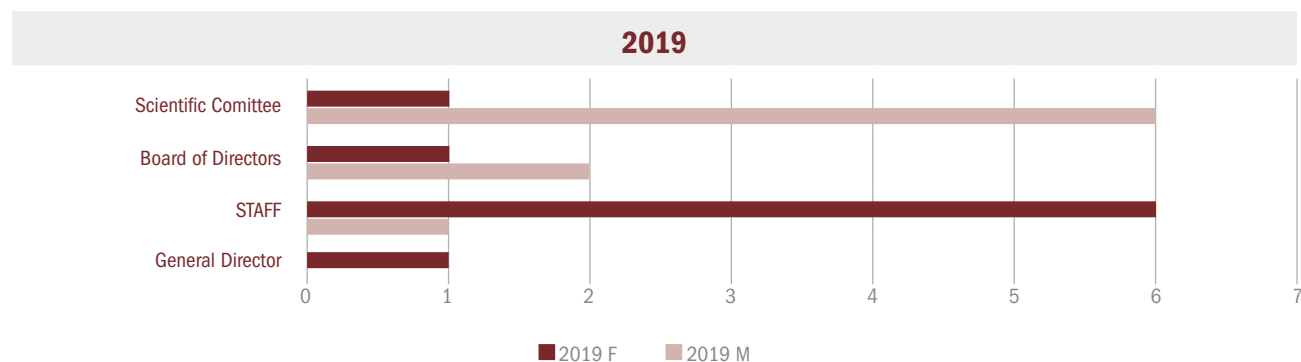
Date	Event	Link
7 June 2017	Kick off meeting <i>Bruxelles</i>	internal documentation
15 February 2018	1st TARGET institutional workshop Organised by FRRB, the workshop focused on the issues of gender equality and inclusion in science, taking into account topics such as: scientific excellence, raising awareness of peer reviewers on the issue of gender equality in research, age, gender quota. <i>Milano</i>	Link to the news
13 June 2018	2nd TARGET institutional workshop The second workshop explored some issues related to research funding and equal opportunities in career advancement. In particular, the following issues were addressed: age discrimination, gender gaps, unconscious bias, inclusiveness in decision-making, the role of funding agencies. <i>Milano</i>	Link to the news
24 October 2018	3rd TARGET institutional workshop Gendered Innovations in Science and Research Meeting with Prof. Londa Schiebinger, Stanford University. Presentation of case studies to demonstrate how sex and gender dimensions have an impact on innovation and discovery. It was discussed how a more comprehensive approach can bring an added value to research. <i>Milano</i>	Link to the news Link to the article in InGenere IT / EN

Date	Event	Link
6 March 2019	<p>Gender Equality Plans in healthcare and research institutions: the FRRB seminar with its Community of Practice</p> <p>Presentation of FRRB GEP and of the GEP of the Hospital IRCCS Fondazione C. Besta.</p> <p><i>Milano</i></p>	Link to the news
8 March 2020	<p>#Commit2Genderring campaign</p> <p>Participation in the campaign of the 8th March 2020 in collaboration with 'sister projects'. Draft of a banner reporting the history of the FRRB GEP.</p> <p><i>Online</i></p>	Link to the website
30 April 2020 – 8 May 2020	<p>Training on gender equality:</p> <p>a) Gender Equality at Work: Myths vs Reality b) Diversity: a System Approach</p> <p>Tailored training for FRRB staff.</p> <p><i>Online</i></p>	Internal documentation
6 May 2020	<p>Gender considerations in emergency</p> <p>Following the pandemic situation, FRRB organised a round table to discuss the topic of gender in emergency with some representatives of hospitals and universities in Lombardy.</p> <p><i>Online</i></p>	Link to the minutes Link to the article in InGenere IT / EN
23 February 2021	<p>4th TARGET institutional workshop</p> <p>Athena Swan Charter and Gender Equality in Research</p> <p>Organisation of a seminar with a panel of international experts to discuss the Athena Swan Charter scheme, a framework used to support gender equality in higher education and research, and to present a project focused on gender medicine.</p> <p><i>Online</i></p>	Link to the news Recordings available upon request

Date	Event	Link
11 March 2021	TARGET-GEECCO Conference Participation in the joint TARGET GEECCO conference to present FRRB's experience in the implementation of its GEP. <i>Online</i>	Link to the presentations
18 March 2021	Tutta Cuore e cervello Participation in the round table organised by the IRCCS C. Besta Foundation on the topic of gender balance in the healthcare sector. <i>Online</i>	Link to the news
6 May 2021	Gender medicine when differences matter in health Participation in the round table as part of the Spring of Ideas series of meetings. <i>Online</i>	Link to the video
20 May 2021	Co-creation workshop on sexual harassment in academia In-depth study on the fight against discrimination, harassment, and gender-based violence in research centres. <i>Online</i>	Internal documentation
22 June 2021	Gender Medicine in Lombardy Participation in the event organised by San Raffaele hospital in Milan, with Lombardy IRCCS network. Online	Link to the programme
22 June 2021	Gender medicine and the importance of the dimensions of sex and gender in research Organisation of a training seminar addressed to the winners of the first FRRB Early Career Award call. <i>Online</i>	Link to the programme

Date	Event	Link
25 June 2021	CASPER Workshop on potential EU-wide GECAS for RFOs Participation in the event organised by the CASPER consortium on the issue of gender-equality certification. <i>Online</i>	Internal documentation
28 September 2021 – 1 October 2021	Online study visit on gender equality policies in Austrian RFOs Participation in the presentation event of the gender equality policies of some Austrian funding agencies. <i>Online</i>	Internal documentation
2-3 December 2021	TARGET Final Event Final Meeting of the TARGET project <i>Rome, Italy</i>	In preparation
15 December 2021	FRRB final meeting Presentation of the results of the project to the local CoP and discussion on GE policies in healthcare organisations <i>Milan, Italy, and online</i>	In preparation

Annex II: FRRB data on staff

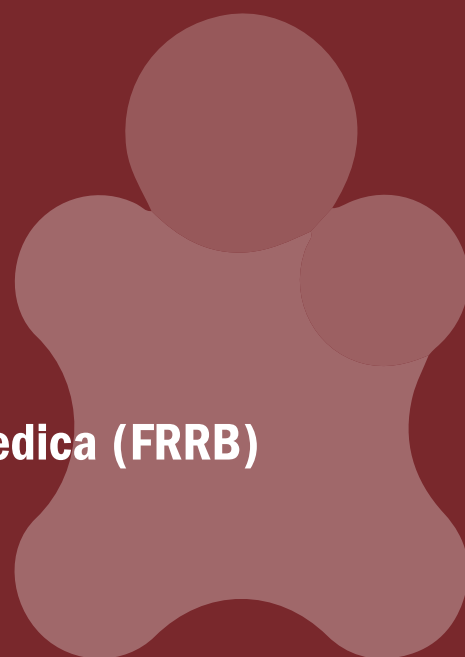


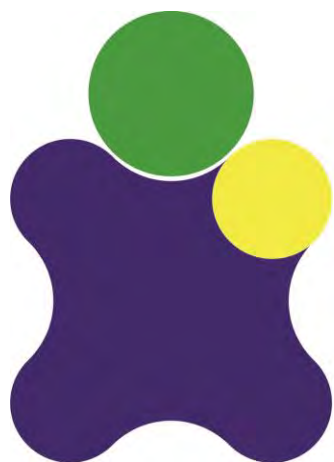
	2019		2020		2021	
Gender	M	F	M	F	M	F
General Director	0	1	0	1	1	0
STAFF	1	6	2	6	2	6
Board of Directors	2	1	2	1	3	0
Scientific Committee	6	1	4	3	4	3

Annex III:

Gender Equality Plan

Fondazione Regionale per la Ricerca Biomedica (FRRB)





Fondazione
Regionale
per la
Ricerca
Biomedica

Gender Equality Plan

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1 Background

Regional Foundation for Biomedical Research (Fondazione Regionale per la Ricerca Biomedica - FRRB) is a not-for-profit organisation established in October 2011 by Lombardy Region.

Its aim is to promote and enhance scientific research in the field of Life Sciences, particularly in the biomedical area. FRRB represents one of the main strategic platforms for boosting progress, research, development and innovation in hospitals, universities and research centres focused on biomedical research and located in Lombardy Region.

Its *raison d'être* is to serve as support for the implementation of the regional healthcare research policy, in order to place Lombardy system in a leading position in Europe. The Foundation also aims to invest local and European resources in innovative basic and translational research projects to generate positive impact on the local healthcare ecosystem and citizens.

FRRB main activities:

- Promoting research and innovation in Lombardy by allocating regional funds to basic and translational research projects through competitive calls for proposals.
- Supporting local and national technological clusters in life sciences, enabling a better coordination of research agenda in the biomedical field, as well as a more efficient use of funds.
- Attracting European and international research funds to Lombardy by participating in European projects, as those in the Horizon 2020, Horizon Europe, and international partnerships.
- Disseminating scientific knowledge and culture, integrating Responsible Research and Innovation (RRI) principles, and promoting gender equality among research organisations, hospitals and research partners.

FRRB acknowledges the benefits of gender equality in research, as part of the scientific excellence of the projects it funds.

FRRB aims to proactively set itself as an example to promote institutional changes in other Lombardy biomedical research institutions.

With this Gender Equality Plan (GEP), FRRB seeks to address gender inequalities and imbalances in R&I through the development and implementation of a context-specific GEP, formalising a set of actions aiming at a long term institutional transformation.

The GEP has been developed as part of the EU project "*TARGET, Taking a Reflexive approach to Gender Equality for institutional Transformation*" (H2020, GA 741672).

The design and implementation of this GEP will tackle the main issues of gender equality in research, following the advice of the Community of Practice, a community composed by healthcare staff, researchers, grants offices staff with a shared interest in promoting gender equality.

KEY POINTS

- This GEP is a public document.

This GEP is an official document, approved by the Legal Representative and publicly available on FRRB website. The aim of this GEP is to acknowledge FRRB commitment to gender equality.

- Dedicated resources have been committed to the work on the GEP.

FRRB Director appoints every two year a staff member as Equality Coordinator, responsible for the coordination of the activities related to the implementation of the GEP. The Equality Coordinator will ensure that all FRRB staff members are actively involved in the actions of the GEP.

- Data collection and monitoring processes are in place.

FRRB supports a clear and transparent data collection in all processes related to internal staff recruitment and to funded research teams. Some data, in compliance with the EU GDPR, may not be published.

- Training and capacity building.

FRRB promotes and organises events for training and capacity building on the areas covered by the GEP for the regional scientific community and its partners. All staff is involved in the implementation of the GEP. FRRB management is committed to promote actions of awareness raising among staff members and to offer special trainings.

2 Main Objectives

Building on the experience acquired throughout the TARGET Project, and in line with the new requirements of Horizon Europe Framework, specific thematic areas have been identified:

- 1) Work-life balance and organisational culture;
- 2) Gender balance in leadership and decision-making;
- 3) Gender equality in recruitment and career progression;
- 4) Integrating the gender dimension into research content;
- 5) Measures against gender-based violence, including sexual harassment.

For the full achievement of gender equality in R&I, both a bottom-up and a top-down approach are necessary. The former indicates the support to organisations and researchers to address any gender imbalance, and the latter refers to the support to structural changes towards gender equality.

All areas are of equal importance for FRRB and can be viewed as priorities.

The Foundation aims at providing support to the organisations it funds to remove any existing barriers to gender equality, especially addressing the factors that limit equal participation and advancement of individuals.

All activities are presented according to five thematic areas, which are interconnected.

2.1 Work-life balance and organisational culture

2.1.1 Incorporating gender-related issues into internal procedures and regulations

Why? Internal procedures are operational documents that describe the *modus operandi* of FRRB, according to the different roles. Clear, well-written and up-to-date procedures support transparency and accountability.

Goals: To provide an institutional recognition of the non-discrimination principle.

How? A careful analysis of internal procedures is carried out.

Indicators: Nr. of relevant procedures modified to include gender equality issues.

Output: Ethics code and recruitment procedures revised.

2.1.2 Providing the institutional GEP to newly recruited staff as part of the starting pack

Why? It is fundamental that all new recruited staff members are aware that gender equality and inclusiveness are the core of FRRB organisational structure.

Goals: Increasing general awareness of gender equality and anti-discrimination principles in the organisation.

How? Providing a copy of the GEP to the newly recruited staff, to be signed along with the ethics code at the moment of the start of the contract.

Indicators: Nr. of staff members who are provided with a copy of a GEP

Output: Inclusion of the GEP in the induction pack for newly recruited staff members.

2.1.3 Promoting work-life balance as an improved approach to work

Why? Reaching a balance between work and personal life can lead to significant improvements in productivity, a lower risk of burnout and a greater sense of well-being.

Goals: Adopting an internal procedure for remote work to allow all staff member to benefit from it.

How? Establishing a procedure regulating remote working.

Indicators: Nr. of staff members benefitting from remote working arrangements.

Output: The remote work arrangements have demonstrated to be extremely useful and well managed by all staff members. A new regulation is being elaborated.

2.2 Gender balance in leadership and decision-making

2.2.1 Elaborating a Position Paper on gender equality in research, with a focus on Gender Equality Plans and gender medicine.

Why? It is fundamental to raise awareness on the topic of gender equality in research and the importance of Gender Equality Plans, especially since they are becoming an essential condition to apply for funding. Also, it is important that the scientific community realises that gender equality is also a critical condition for excellent research.

Goals: Raising awareness on gender equality issues and providing guidance the new GEP requirements. The elaboration of a GEP also requires the analysis of a wide amount of data on gender representation, that can lead to a reflection of the leadership structure of an organisation.

How? Drafting a document (policy paper) which raises awareness among researchers, as well as the wider scientific community and the regional stakeholders. Supporting an open and transparent data collection on gender representation in the life sciences organisations.

Indicators: Nr. of downloads/visualisations of the position paper.

Output: Publication of the position paper in order to reach a large audience.

2.3 Gender equality in recruitment and career progression

2.3.1 Developing a tool for the internal monitoring of gender related data and indicators

Why? Collecting data on gender distribution can help reflecting on decision making processes, impacts on implementation of different activities, career progression for each staff member.

Goals: Monitoring gender distribution in the different staff category and adopting corrective measures if needed.

How? Creating a monitoring tool constantly updated that reports data on the role, the level of career, the type of contract of FRRB staff. This document is managed by the administration officer and is available in a secure online folder.

Indicators: Constant update and monitoring of the tool.

Output: A management tool to monitor the gender distribution among all roles in FRRB.

2.3.2 Establishing unbiased and transparent progression and development paths

Why? Establishing clear, unbiased and transparent objectives, based on the different roles, for each staff member, supports the engagement of employees. In addition, it offers the opportunity of a motivating conversation with the employer, that creates clarity about employees' performance and objectives.

Goals: Establishment of transparent criteria for progression and promotion.

How? Approving an institutional procedure that establishes clear criteria to define the objectives, the evaluation, the reward.

Indicators: Correct and regular implementation of the procedure by FRRB management.

Output: Approval of a procedure establishing objectives for each role. The achievement of the assigned objectives can lead to a financial reward.

2.4 Integrating the gender dimension into research content

2.4.1 Organisation of a Community of Practice (CoP)

Why? In an area as important and encompassing as gender equality, especially in research, no organisation can work alone. This is why the creation of a CoP is necessary to gather stakeholders to work towards specific goals, exchanging ideas, discussing, identifying needs and challenges. The work of a CoP can lead to the elaboration of gender equality plans, strategies, actions, new forms of cooperation, and to the exchange of a plurality of perspectives.

Goals: The organisation of a Community of Practice to exchange experiences, to develop knowledge, for capacity building and know-how for gender equality.

How? Working with a CoP, on different topics, to build relationships, learn, develop best practices and identify areas of actions.

Indicators: Nr. of events (online/in person) organised with the CoP.

Output: Active participation in all meetings by stakeholders and FRRB staff. Increased interest among the scientific community and the stakeholders, that can lead to grant applications.

2.4.2 Providing support, as Research Funding Organisation (RFO), to women's careers in science

Why? Data show a limited number of women in top management positions, both in academia and in healthcare institutions. This is also due to major difficulties in advancing in the career. Although this is changing, more needs to be done to increase the participation of women in research, encouraging their participation in grant applications and in research projects.

Goals: Supporting women's careers in science, increasing the number of women PIs, encouraging a more gender equal research.

How? Including in FRRB Calls for Proposals and on its institutional website a sponsorship to applications from female researchers (i.e., compulsory minimum number of women PIs in collaborative projects, requesting the submission of a GEP together with the applications, including in FRRB Calls for Proposals specific measures for maternity/paternity leave).

Indicators: Nr. of women PIs applying for funding; Nr. of women PIs awarded funding.

Output: Increased participation of women PIs in research projects, including women with children.

2.4.3 Collecting data on gender representation among PIs in funded projects

Why? To verify the impact of gender equality measures applied by FRRB, it is necessary to pay attention on sex-disaggregated data on number of applicants, number of grants allocated, success rate of applicants.

Goals: Analysing of gender gaps in research funding, additional and tailored actions can be drafted and implemented to promote gender equal participation.

How? Creating a database to keep track of gender representation among PIs in applications and in funded projects.

Indicators: % of women PIs, monitoring of any changes in response to new actions implemented.

Output: A database, collecting all projects results disaggregated by sex, has been created and it is constantly updated.

2.4.4 Collecting information on gender policies in place in the applicant and funded institutions

Why? In light of the growing importance of gender equality in research, also given the upcoming requirements of a GEP to apply for EU funding, it is important to monitor how gender policies are adopted and implemented in the organisations and institutions who apply for funding to FRRB.

Goals: Monitoring the development of gender policies in the stakeholder organisations applying for funding to FRRB. Awareness raising among the scientific community through presentations of the Calls and the results of the survey.

How? Collecting data on gender representation in research and healthcare institutions through a survey. Following the survey sent to applicants participating to a Regional Call for proposals in 2018, FRRB is working on a more detailed survey structure.

Indicators: Nr. of surveys completed and submitted together with the project proposals.

Output: In 2018 100% applicants replied to the survey, and two organizations submitted their GEP (in one case it was elaborated specifically to participate to the FRRB call). A new survey, more structured according to applicant's organisations, will be elaborated. A report on gender related data (nr. of women PIs, nr. of women Full professors/in leading roles, etc.) will then be realised.

2.4.5 Including in the call texts a focus on sex and gender in the content of the research

Why? For a long time, gender equality in research has been intended as gender balance in research team. However, with the development of the studies in the field of gender medicine or gender-specific medicine, it is becoming necessary to consider the biological differences between females and males and also the gender differences, meant as the result of socio-cultural processes. The attention to sex and gender differences is strictly linked to the implementation of personalised medicine.

Goals: Raising awareness on sex and gender differences in research. Specifically, all researchers and professionals involved in research should be aware and consider, starting from the research design stage, how health conditions differ between men and women, and how they affect measures for prevention, clinical signs, therapeutic approach, psychological and social issues.

How? Introducing specific reference to "gender in research activities" and "sex/gender analysis" in the application form. Organising specific training for researchers.

Indicators: Nr. of training organised and nr. of participants involved, evaluation of gender issues included in research activities.

Output: Raised awareness on sex and gender differences in research, a more inclusive research environment.

2.4.6 Promoting gender equality awareness among the peer reviewers

Why? Sex and gender differences represent a crucial issue in designing a good research study, but are often overlooked in research design, study implementation and scientific reporting, as well as in general science communication. This leads to a limited generalizability of research results and findings, with limited successful application into clinical practice, especially for women, but also for men.

Goals: Peer reviewers are scientists whose responsibility is to evaluate the quality of a research project and, consequently, to allow a research project to be funded. It is fundamental that elements of sex and gender are adequately addressed and properly evaluated, and that reviewers are aware of the relevance of these aspects.

How? Providing a guidance document to reviewers, focusing on the correct use of words to describe sex and gender, and on how these elements are described in the proposal. Reviewers are also asked to take into account in their evaluation the gender composition of the research team.

Indicators: Approval of a guidance document that reports information of how to evaluate gender equality in research and a well balance composition of a research team.

Output: Guidelines for reviewers have been developed, formally approved by the General Director and distributed.

2.5 Measures against gender-based violence, bullying and harassment, including sexual harassment

2.5.1 Adopting specific policies to contrast gender-based violence, bullying and harassment, including sexual harassment

Why? Gender violence, as well as situations of bullying and harassment, are complex issues that occur in different situations and environments, including research organisations and research funding organisations. Often, these issues are not properly acknowledged or addressed, leading the victims to feel more isolated, let alone discriminated.

Goals: Raising awareness on these issues within FRRB staff and among the stakeholder organisations (hospitals, research institutions, universities, policy makers), introducing policies to tackle these issues into internal documents and procedures.

How: Including a gender perspective in internal policies and in the actions, including training, towards the Community of Practice and the scientific community, to prevent situations of gender-based violence, including sexual harassment, mobbing and bullying. The General Director, with the support of the Equality coordinator, is required to ensure that all staff and collaborating institutions are aware of FRRB Gender equality policies.

Indicator: Update of the internal regulation on the human resources management to include a definition of gender-based violence, bullying and harassment, including sexual harassment.

Output: Dissemination of the updated human resources management regulation. All episodes of gender-based violence, bullying and harassment shall be reported to Director (or otherwise to the Board of Directors, should the Director be directly involved) who is in charge of remedying a possible situation, including by establishing formal disciplinary actions.

3 Conclusions

Funding excellent biomedical research is the main goal of FRRB.

Achieving the GEP objectives is key to generate a gender-aware institutional culture among the research community of Lombardy Region and within the Foundation itself.

The Foundation understands the importance of monitoring as a tool to assess if positive changes are taking place, as the result of the development of new policies and actions and as a self-reflective process.

Monitoring also works as a tool to support effective actions and commitment, which increases legitimacy and creates accountability.

The CoP can further contribute to create a favourable environment for the effective implementation of the GEP. Organising regular meetings with the CoP is important for discussing, sharing, reporting and assessing the progress, main achievements and aspects that can be improved. This will allow to identify new challenges and to act proactively upon them.

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DISCLAIMER

The views and opinions expressed in this publication are the sole responsibility of the author and do not necessarily reflect the views of the European Commission.



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TARGET } Taking a Reflexive approach
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