Gender Equality Plan

Fondazione Santagata per l'Economia della Cultura ETS

July 2024

Fondazione Santagata's Gender Equality Plan was updated during the second half of 2024 with the purpose ensuring the respect of gender-equality principles in internal and external working and cooperation contexts in which Fondazione Santagata's Staff and partners are involved. Moreover, the Plan works as a living document as well as an instrument to share and raise awareness on good practices ensuring the equal treatment of all professionals working among Fondazione Santagata's staff and external collaborators.

The Plan clarifies Fondazione Santagata's roles and responsibilities in ensuring Gender Equality in recruitment, career progression, retainment, reporting and responding procedures, as well as monitoring and evaluation practices.

Paola Borrione

President Fondazione Santagata ETS

Acknowledgment
This document was based on *ENA Institute's (Institute for Alternative Policies) Gender Equality Plan 2023-2025* (2023)

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CHAPTER 01

Introduction

The general purpose of the Equality Plan is to promote equality for all employees, regardless of their gender, within internal workings and during the development of research outputs and implementation of training modules and support activities.

Established in 2018, Fondazione Santagata incorporates the competences of the Centro Studi Silvia Santagata-Ebla, founded in 2008 by Walter Santagata, professor in Cultural Economics at Università di Torino. The Foundation is a research and training institute operating in Turin, Italy, made of experts, academics, researchers working in the field of Economics of Culture. It operates in promoting and developing research and training/capacity building activities at the national and international scale on local economic development based on cultural heritage and creative industries, with a focus on sustainability.

The fields of work of the Foundation, active in research, evaluation and knowledge transfer projects, cover five main thematic areas:

. **Heritage**. Developing and promoting heritage management models capable of generating opportunities for social and economic development (Heritage preservation and protection, Museums and cultural institutions, UNESCO programmes and Sustainable Development Goals).

a. **Intangible Cultural Heritage**. Devoting attention to several open themes, ranging from the forms of governance that shape decision making and transmission in heritage communities; to work conditions of heritage bearers and their perspective as cultural entrepreneurs; to the contribution of intangible heritage in the cultural capital of territories.

b. **Creativity.** Deepening the study of the economics of culture and creativity in order to provide concrete support for organisations in the sector innovation (Cultural jobs and professions, Contemporary cultural production and digital innovation, Art and cultural productions, Digital innovation).

c. **Tourism.** Promoting research and training projects on the themes of tourism related to tangible and intangible cultural heritage, creative industries and productive districts (Eco-tourism, Creative tourism, Visitors Management, Evaluation of cultural policies and economic impact).

d. **Just Transition.** Activate research, training and local development projects that consider the environment and territorial resources at the basis of effective management of production chains and functional networks between economic sectors (Ecologic transition, Rural Economy, Sustainable communities).

Part of the Fondazione's mission is to strengthen collaborative networks between cultural and other operators and support the internationalisation of knowledge and cultural operators in order to enhance their capacity for social and economic impact.
Over the years, Fondazione Santagata has organised numerous high-level research projects, conferences, training projects in Italy and abroad, in collaboration with leading national and international organisations such as UNESCO, ITC-ILO (UN) and the most important Italian banking foundations. Fondazione Santagata operates with the support of an international scientific committee and in collaboration with local and national public institutions and private agencies.
Furthermore, it is associate partner of UNESCO Chair on "Economics of Culture and Heritage: strategies for protection and development" of the Università di Torino.
Since June 2023, the Foundation is a member of the G20 Network of Cultural Business Management Training institutions to strengthen the managerial capacities of cultural professionals and foster culture-driven economic and social development, recommended by the Italian G20 Referent – formed after the Rome Declaration agreed upon on 30 July 2021 at Palazzo Barberini in Rome by all Ministries of Culture of the G20 countries - and by the National Referent for the G20 Culture of the Ministry of Culture (MIC).
The Foundation is also a member of the UN Sustainable Development Solutions Network and of the Climate Heritage Network.
Since 2023, the Foundation has also received the status of '*foundation in official relations with UNESCO*'.
In 2024, the Foundation was accredited as an *NGO to act in advisory capacity* to the UNESCO ICH Committee.

Research projects, conferences and activities supporting the internationalisation of knowledge and cultural operators shall not abstain from including a gender dimension in their organisation, completion and reporting. The adoption of inclusive methodologies of research impacts on the accessibility of cultural products, on intangible cultural heritage and heritage sites and on their universal understanding, therefore enhancing the knowledge of heritage and innovative cultural productions among the general population.
This GEP is part of a bigger initiative at Fondazione Santagata to assess and continue a long-term process of adoption of a more encompassing gender-sensitive culture in Fondazione Santagata's internal operations and in the theoretical and methodological approaches adopted for its research and project outputs.

1.1.Development of the Gender Equality Plan

The plan was redacted on the basis of the statements included in the Declaration no.628 of the European Commission's Research and Innovation Directorate-General, published on 30/09/2020, responding to the need to "enable change in R&I institutions and foster a pipeline of female talent"(16), to address and include intersectionality in all research and project design phases, to conception, delivery and monitoring of outputs and initiatives.
The plan re-elaborates and considers objectives and actions contained in the 2020 ERA Communication "A new ERA for Research and Innovation" (European Commission, 2020b), aimed at considering gender equality in careers at all levels and in decision-making, and integrating it into R&I content through the development of GEPs.
At the European level, the plan takes into account the latest report on the state of gender equality in R&I sectors across Europe and associated countries, the recommendations contained the 2024 Report on Gender Equality in the EU (European Commission, Directorate-General for Justice and Consumers,2024) and the Gender Equality Strategy 2020-2025 (European Commission, 2020a).
At the national level, the GEP answers to the legal requirement posed by the Italian jurisprudence for national, regional and local authorities and non-profit institutions, including research-performing organisations to adopt a three-year Positive Action Plan that aims to remove obstacles hindering the full realisation of equal opportunities, as explicated in the Law no. 162/2021 ("Code for Equal Opportunities") and Law no.234/2021 art.1 comm.145-147 (Budget Law 2022) .

The drafting of the plan responds to the priority and requirements set of gender equality and inclusivity in the Horizon Europe Framework Programme for R&I (2021-2027) (European Union, 2021b). In fact, the GEP aims at tackling a range of gender inequalities persisting in R&I sectors,which Fondazione Santagata has accounted for when developing activities and projects, such as "segregation of women and men PhD graduates across different fields of study, the under-representation of women in Science and Technology occupations (including entrepreneurship and innovation), gender differences in researcher's working conditions, gender inequalities in career advancement and decision making(...)" (European Union, 2021b,18)

The GEAR tool step-by-step guide elaborated by EIGE, titled "Gender Equality in Academia and Research" and the "Horizon Europe Guidance on Gender Equality Plans" (2021a) informed the drafting of the plan and its development and implementation phases, which include:

1. **Audit phase:** this phase includes the collection of gender-disaggregated data and information related to internal processes to identify gender inequalities and their causes. During said phase the drafting team reviews the national and regional legal framework, made of relevant laws and regulations, with a double aim: firstly, drafting and planning the most appropriate, legally complying solutions to the problems pinpointed during the audit phase; secondly, highlighting the discrepancies between European laws and national laws, thus informing Fondazione Santagata's informed position, vision and aims in networking and meeting contexts with representors of Italian academia and R&I sectors on the subject of gender equality.

2. **Planning phase**: during the planning phase the team sets objectives, measures, indicators and targets to tackle the issues highlighted during the audit phase. The plan is linked to a timeline for its implementation and to the appointment of responsibilities within the staff. The objectives and measures shall consider the thematic GEP building blocks, which are:

   -gender balance in leadership and decision-making;
   -gender equality in recruitment and career progression;
   -work-life balance and organisational culture;
   - measures against gender-based violence, including sexual harassment;
   - integration of the gender dimension into research and teaching content;

3. **Implementation phase:** the implementation phase is characterised by the publication and communication of the plan to relevant stakeholders, internal and external staff, and the general public, through different modalities. The activities planned in the preceding phase are implemented according to the timeline and, if necessarily, revised.

4. **Monitoring and evaluation phase:** the last development phase concerns two different reviewing moments for the GEP: a monitoring phase takes place during the implementation of the activities, and accounts for the progress achieved during the set timeframe, through the use of indicators and data collection instruments.
   The evaluation phase takes in consideration monitoring data and blends them with additional impact indicators.
   The phase is concluded by the instruction and draft of an upgraded GEP, which is set to be produced every three years.

The development of the GEP follows a circular motion, and each phase instructs the completion of the following one, ensuring that the plan will preserve its nature of living document by adapting to the needs of the organisation and the recommendations coming from its staff and stakeholders. The adoption of a circular motion scheme respects in turn the condition of co-creation and co-designing of measures, objectives and targets informing future editions of the Plan and allowing for the creation of effective and lasting activities, better legitimising the adoption of the GEP.

Development and implementation phases of the Gender Equality Plan (as developed by EIGE (2022) *Gender Equality in Academia and Research: GEAR tool step-by-step guide*)

Fondazione Santagata and its BoD appointed a dedicated team which will direct and guarantee the fulfilment and monitoring of activities and actions for the implementation of the Gender Equality Plan. The Director of the BoD and Head of Research, Dr. Paola Borrione, supervises the development of the plan

through its phases and coordinates the drafting and implementation team, which is made of representatives coming from the administrative and technical/supporting sections:

Dr. Paola Borrione, Director and Head of Research
Giulia Avanza, Director of the International Projects
Luisa Minero, Administrative and Financial Manager
Gloria Lentini, Project Design Manager
Elisabetta Turaglio, Project Design Assistant

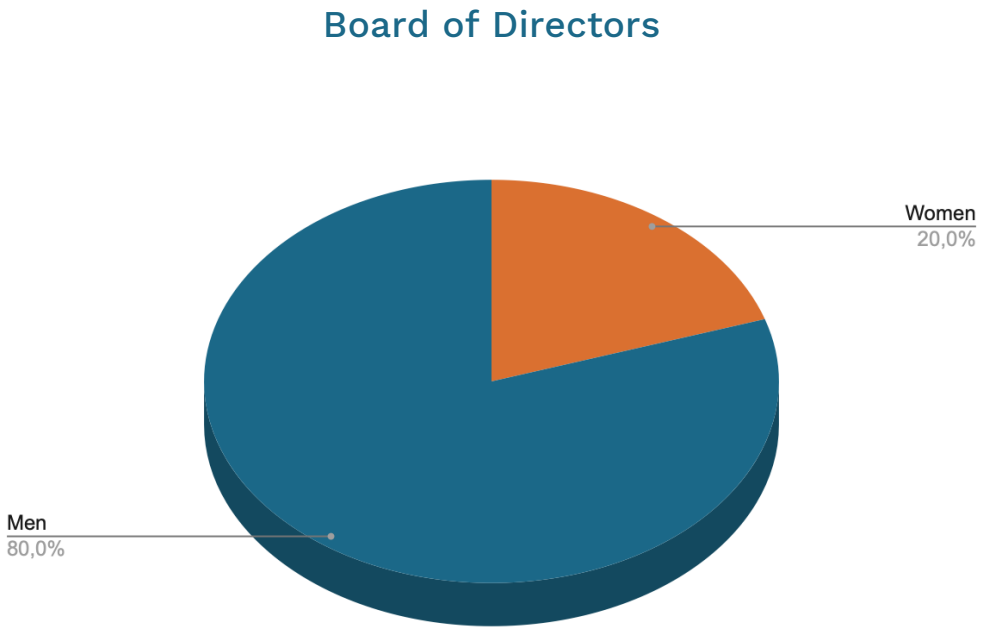
CHAPTER 02

Gender Equality: the current situation at Fondazione Santagata

2.1 Decision-making bodies and staff

Fondazione Santagata per l'Economia della Cultura has a Foundation legal status. The governance includes a Board of Directors, the President and Head of Research, a Secretary General and a Scientific Committee.

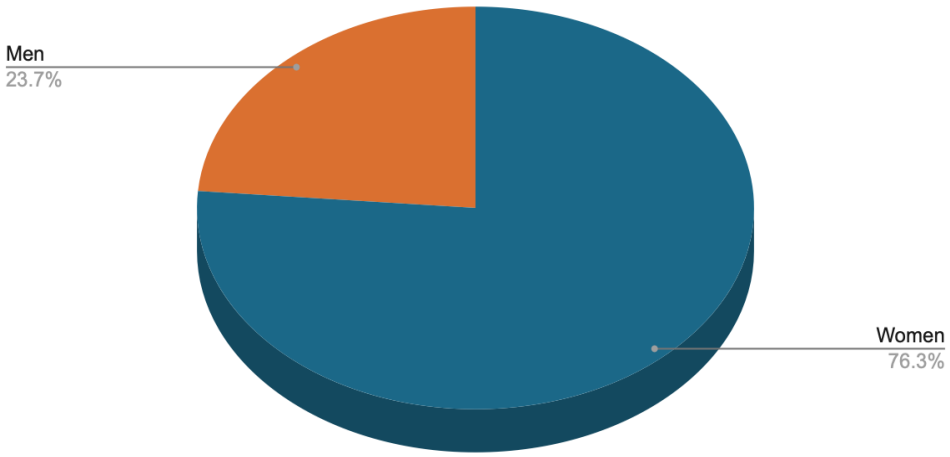
The Board of Directors (BoD) has the overall responsibility for the running of the Foundation. It takes decisions on the annual research and action plan, the financial reporting and it confirms the budget of the Foundation. The Board of Directors approves the adoption of internal rules of procedure. The current structure of the BoD is made up of three males as Board Members and one female as President. The presence of a female President of the BoD is a tangible proof of the Foundation's effort to sustain and promote women's ambitions towards covering pivotal managerial roles. Nonetheless, the imbalance of representation in the Board of Directors is detectable, and will be balanced through the future appointment of a female board member with a suitable academic and working background to guarantee the effectiveness of work of the BoD. Additional measures concerning the increase of gender equality practices and awareness for management and the BoD relate to the proposal of participation in gender competence training courses or workshops.



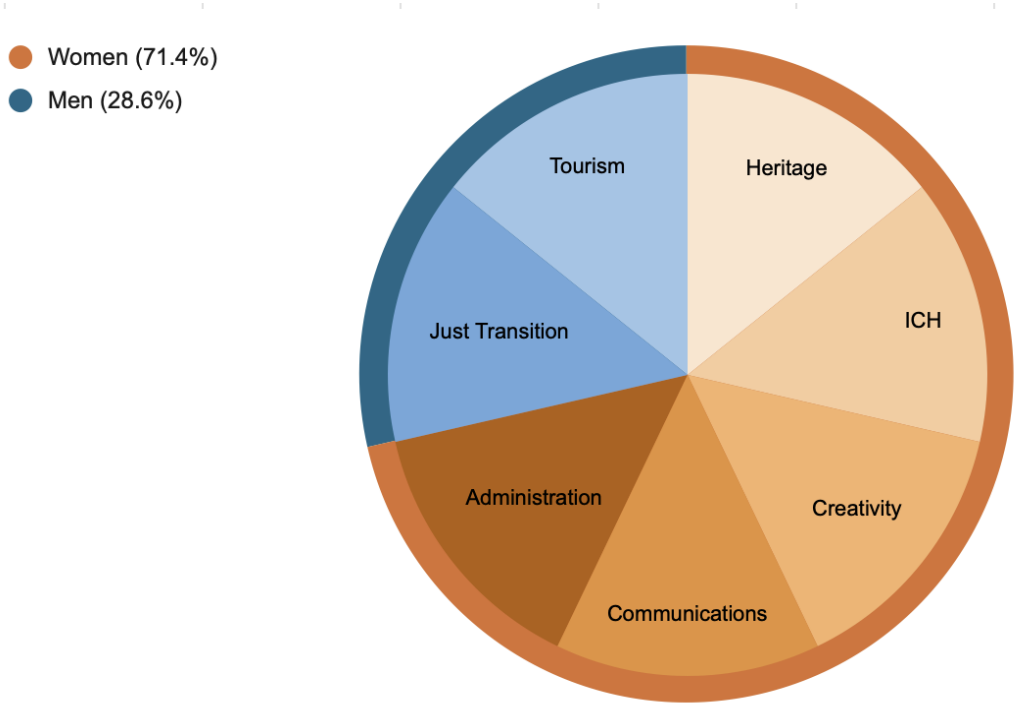
The Foundation currently has no employees, but collaborates with 21 external professionals with project-based contracts. Within Fondazione Santagata, there are five thematic areas of research, in addition to administration and communication areas, with different working structures.

Despite the limited number of collaborators, the managerial positions in five of these areas are led by women. Most of the research positions within the research, administrative and communications areas are occupied by women.

Staff composition



Leadership in research



Furthermore, there is significant balance regarding the educational background of the collaborators which acts as basis for the enforcement of non-discriminatory approaches for retribution for male and female colleagues with an advanced educational level. This balance positively affects research quality by ensuring effectiveness and efficiency of research through the division of work, voicing and share of perspective of the gender-diverse and qualified teams in charge of research output production and edition.. The aim is to maintain the current levels of female representation on the staff in the future, particularly in management positions.

2.2 Gender equality in recruitment, career progression and work-life balance

Fondazione Santagata currently implements informal positive practices in regards to the establishment of work-life balance and recruitment, which are in need of codification and formalisation of its internal regulations.
Concerning **recruitment,** Fondazione Santagata aims to be an equal opportunity employer and committed recruiter. In this, it is in line with Italian law and Goal 5 of the 2030 Agenda, thus applying the principles of equal opportunities and treatment irrespective of gender.
Fondazione Santagata is committed to build a diverse and inclusive workspace , respectful of the background of the recruited professionals (thus comprising age, sex, gender identity, disability status, sexual orientation, race, religion and/or belief).
In order to ensure the full respect of the background and needs of recruited professionals, Fondazione Santagata will include a protocol for maternity, paternity and parental leave in the codified and formalised drafts of recruiting, career progression and retainment practices. Parental leave is a biographical aspect that needs to be taken into account when assessing the research output of a recruitable candidate or for the career progression of a professional, and it should not be a ground for discrimination.
The inclusion of such clauses might be beneficial for any parent, as a reassuring factor for those fearing that parenthood could lower their chances of retention or hiring due to gaps within the curriculum or the demonstration of limited research output during the first years coinciding with the birth and growth of the newborn. Moreover, the clauses might encourage men to take the full parental leave period, and take more caring responsibilities beyond it.

Fondazione Santagata has placed a strong emphasis on the **work-life balance** of its staff. There is already flexibility in working hours and physical presence in the office, attempting to accomadate the requests and needs of the collaborators. The codification and formalisation of the best practices ensuring proper work-life balance needs to be sided by the implementation of monitoring and evaluating practices, such as the analysis of work-life satisfaction assessments, to be conducted every 18 months through the filling of a questionnaire. Said questionnaire will assess the perceived support given by the decision-making body to the requests and matters concerning parental care and to health or other care-related leaves demanded by the collaborators, in order to progressively understand what measures could be better implemented to ensure a balanced lifestyle to the professionals working at Fondazione Santagata. The time period set to 18 months would ensure the use of two surveys for the update of the Gender Equality Plan 2028-2031.
Additional practices entail:

-the development of workshops open to everyone, with the aim to encourage men to take parental leave through the explication of the current Italian legislation on parental leave and through the discussion of

strategies to best combine work/career and parenthood duties, thus filling any possible information gaps regarding parenting, rights for fathers and mothers and possibilities for fathers to act as carers.

-the establishment and formalisation of holiday schemes to support professionals with caring responsibilities during holidays, through the guarantee of flexible working hours, and possibility of remote work during the holiday period. The scheme comes with the establishment of the guidelines for its access (e.g. age threshold of the children of the professional requesting support)

2.3 Integration of the gender dimension into research and training

Box1: Analysis of Fondazione Santagata's scientific production and research projects in relation to Gender Equality

In recent years Fondazione Santagata has been progressively including gender studies perspectives and analysis in its scientific production. Notable examples include:

Role of Consultancy to provide services of **"Needs-assessment to inform a capacity-building programme for the improvement of cultural policy in the Western-Balkan Region"**, part of the framework of the project "Culture and Creativity for the Western Balkans" (CC4WBs), funded by the European Union and jointly managed by UNESCO, the British Council and the Italian Agency for Development and Cooperation. The service was aimed at analyzing the cultural policy scenario of the Western-Balkan Region, comparing it against the benchmark of international best practices and standards to produce a roadmap and list of recommendations for capacity building actions, merging training opportunities and measures for policy improvements.
Gender equality was considered as a cross-cutting priority to be included in the assessment of cultural policies in single national contexts, particularly through the analysis of the existing measures for protection and promotion of diversity of cultural expressions and through the adoption of specific analytical indicators. The creation of capacity-building programmes for the improvement of cultural policies took in consideration existing best-practices ensuring gender equality and updated them through a benchmark analysis of international standards and compatible international practices on the matter. Successively, the product of this benchmarking phase on this cross-cutting priority informed the elaboration of recommendations and the Roadmap.

The publication in 2021 of ***"Arte al Futuro: Indagine sulle carriere artistiche emergenti e la produzione culturale indipendente in Italia"*** (translated in "Art to the Future: Study of emerging artistic careers and independent cultural production in Italy) authored by Director and Head of Research Dr. Paola Borrione and Dr. Enrico Eraldo Bertacchini, member of Fondazione Santagata's scientific committee. The book, as a first case-example in the sector at national level, inquires which career paths are flourishing and developing in contemporary creative communities and environments in Italy, and which kind of opportunities and threat either aid or menace the growth of said artistic careers and profiles.
When it comes to disaggregated data touching on gender equality and related thematics, the book presentes quantitative data reflecting on discrepancies between men and women on the consideration of importance of certain non-technical/artistic skills such as teamwork, and on the degree of mobility of female and male artists. Indirectly, the book pinpoints what seems to be a case of horizontal segregation in the career choice of art students, with the choice of visual arts relatively favoured by women, while men tend to choose performing arts and more technically-focused

programmes, such as Cinema, Media and Audio-visual studies.

The analysis of the fruition of cultural services and participation of families to the ***"Giornata Nazionale Famiglie al Museo"***, the national day for family access to Italian Museums, organised with the scope to make museums and culture more accessible to the target visitor of families with children. The National Day for Families at the Museum is currently organised with the sponsorship of the Italian Ministry of Culture, the International Council of Museum ICOM-Italy, Federculture, the Municipality of Rome and the Municipality of Florence.
Since 2014, with a hiatus on years 2020 and 2021 caused by the COVID-19 pandemic, Fondazione Santagata has been conducting studies on the access of families to museums involved in said National Day and their overall habits of fruition of cultural services.
The methodology involved the distribution and analysis of questionnaires to the participating families with children and to the staff of the participating museums. The gender aspects in said questionnaires relate to the quantitative analysis of the parental figure(s) involved in the initiative and taking their children to the museum.

To further affirm and support the European Commission's decennal effort in implementing strategies on gender equality in R&I, Fondazione Santagata integrates the gender dimension in research and training content by, when deemed necessary, taking the biological and social features of women and men in account when performing analysis, drafting plans and recommendations, and train different audiences.
The enhancement of gender dimension shall be informed by the organisation of internal training workshops on the use of sex and gender analysis methods in Research and Training, or through the participation in dedicated workshops, seminars and networking events on said topics hosted nationally and/or internationally.

Along with these practices, Fondazione Santagata promotes the use of gender-inclusive language in the communication material, website and publications.

2.4 Gender-based violence and complaints mechanism

The aim is to establish a formal mechanism for complaints factoring in the expected growth of the Foundation. The present GEP addresses this by appointing the President and Head of Research as an ombudsperson, after providing appropriate training to function.
Collaborators facing any form of discrimination or harassment will be encouraged to report such incident(s) to the ombudsperson. The individual shall be responsible for informing the members of the BoD of any issues and/or incidents, in order for them to undertake necessary measures. The President, as ombudsperson, shall also function as the in-between throughout the process, informing those launching the complaint of the steps undertaken, progress and decisions of the BoD.

CHAPTER 03

Gender Equality Plan 2024-2027: objectives and monitoring practices

3.1 Objectives of the GEP on leadership, administration and HR management

Objective	Action by	Target	Task/ Responsibility	Expected Result	KPI	Timeline
Promoting organisational models in support of gender equality	President	BoD	Ensure gender equality in the composition of Board of Directors and staff	Ensuring effective female participation and equal leadership opportunities at every decision-making level.	Number of women in decision-making bodies (BoD, Managerial level)	2025
Gender competence training for member of representers of decision-making bodies	External	BoD, Managers	Proposition and suggestion of participation in gender competence trainings	Increasing gender competence and sensitivity in decision-making procedures	Number of courses attended by members of the BoD Number of participants to the training events (disaggregated by sex)	2025-2026-2027
Establishing a formal policy recruitment progression	President/Head of Administration	Administration	Ensuring the redaction and formalisation of gender-equal recruiting schemes and related practices.	Increasing satisfaction of recruitable and recruited collaborators	Distribution of questionnaire on recruitment process (only to interviewed candidates)	2025
Establishing a formal policy on career and salaries progression and work-life balance	President of the BoD /Head of Administration	All staff	Ensuring that collaborators are fully aware of the content of the policy on Career Progression and Work-Life balance in the Foundation. Inclusion in the document of: - "protocol for maternity, paternity and parental leave" - "Holiday Scheme" for parents of young kids	Establishing a policy document for the recruitment procedures and the salary increases Distribution of the document to the members of staff Organisation of Q&A event for staff to join	Elaboration of career and salaries progression document	2025-2026
Ensuring the staffs knowledge of current national legislation on parental leave	President of the BoD /Head of Administration, Coordination Team	All Staff	Organisation of yearly informative event on current national legislation on parental leave and Fondazione Santagata's measures to sustain parenthood	Encouraging professionals to fully take advantage of parental leave Better distributing care responsibilities between women and men	Number of male professional and fathers taking full advantage of parental leave rights	2025-2026-2027

Promoting widespread awareness of the non-discrimination principles and measures to tackle gender-based violence pursued by Fondazione Santagata	President of the BoD /Head of Administration, Coordination Team	All Staff	Increasing general awareness of gender equality and non-discrimination principles within the Foundation	Widespread awareness within the Foundation of respect for the principles of gender equality and anti-discrimination	Number of collaborators knowing how to advise and follow non-discrimination principles and follow the protocol to tackle gender-based violence	2025-2026-2027

3.2 Objective of the GEP on research and training for the period July 2024 – June 2027

Objective	Action by	Target	Task/ Responsibility	Expected Result	KPI	Timeline
Raising awareness on gender-studies theory and analytical methods	President-Head of Research/ Coordinating Team External	All Staff	Organisation of yearly internal workshops on the use of gender-sensitive analytical methodology. Provision of information regarding training/networking events on the provision of gender sensitive analytical framework organised nationally and internationally	Adoption of gender-studies analytical frameworks in research outputs,	Progressive increase of gender-instructed/gender inclusive research outputs	2025-2026-2027
Mainstreaming the gender dimension in research and service proposals	President, Project Design Coordinator	-	Ensuring the incorporation of gender dimension in research and service proposals	Inclusion of gender-sensitive in proposed activities and research frameworks	Number of research and service proposal including gender-sensitive perspectives	2025-2026-2027
Gender-inclusive language on website and social media	Communication Officer	-	Use of gender neutral language on website and other forms of dissemination, review of existing guidelines for the adoption of gender-balanced narratives	Full adoption of gender-sensitive language in all forms of dissemination	Progressive increased presence of gender-senstive communication material	2025-2026-2027

3.3 Monitoring Practices

Monitoring and evaluating phases of the first GEP are instructed by taking inspiration by the "Gender equality monitoring tool and guidelines for self-assessment", document part of the Horizon Europe 2020 project TARGET (Taking a Reflexive approach to Gender Equality for institutional Transformation", delivered in 2018.

As this the first GEP edition redacted by Fondazione Santagata, monitoring and evaluating indicators will be elaborated on the disaggregated data and related needs resulting from the gender equality auditing phase.
During the monitoring phase, the data will be collected, informing the indicators that will provide information on the level of progress or adjustments of the activities needed to achieve gender equality in HR practices, representation in decision-making bodies and implementation of analytical and methodology in research and teaching:

Concerning **the respect of gender-equality and increased sensitivity to gender equality in decision-making bodies,** implementation indicators will refer to:

- share of women newly appointed as BoD members in the 2024-2027 timespan and their relation to the number of men
- number of courses attended by BoD members and Managers to increase gender competence (including a description of the content of the courses)
- number of male and female participants per workshop or training event
- self-assessment reports on increased gender competence and its application in everyday work
- share of members of decision-making boards with gender competences

Concerning **the formalisation and implementation of measures for recruitment, equal career progression and work-life balance**, implementation indicators will refer to:

-number of interviewed candidates for a given job position at Fondazione Santagata
-number of filled questionnaire regarding the quality and inclusivity of the recruitment process (only given to interviewed candidates)
-Number of female and male collaborators actively reading and making use of the "Policy on Career, Salaries, Progression and Work-Life Balance" document
-Number of female and male collaborators participating on informative event on understanding national legislative on parental leave and Fondazione Santagata measures to sustain parenthood
- Number of female and male collaborators understanding the importance of well-distributed care-workload
-Number of female and male collaborators knowing how to advise and follow non-discrimination principles and follow the protocol to tackle gender-based violence
- Share of male professionals which are fathers or soon-to-be fathers fully taking advantage of paternal leave
- Share of female professionals which are mothers or soon-to-be mothers taking advantage of flexible solutions to ensure career progression (including the description of the post-maternity leave work arrangement)
- Share of mothers and fathers taking advantage of the "Holiday Scheme" solution (including information on the number of children and their age)

Finally, the implementation indicators referring to **gender-inclusive research, communication and teaching approaches** report on:

-number of research output, training output and projects treating gender-equality matters
- number of projects including a gender expert in the team
-number of advertisements which are make use of gender-sensitive language

-number of communication and dissemination material formulated in gender-sensitive language
- share of female and male collaborators participating in training activities focusing on the gender dimension in teaching
- share of female and male collaborators participating in training activities focusing on the gender dimension in research content
-share of female and male collaborators working on research and teaching output which includes gender-sensitive theoretical and methodological approaches

The evaluation of the effective fulfillment of the objectives contained in the GEP will make use of the monitoring indicators employed in the three macro areas of gender equality in decision-making bodies, HR and work-life balance measures and on gender-inclusive research, communication and teaching approaches. Said monitoring indicators will be blended with impact indicators, such as:

-overall progressive evolution of the composition of decision-making bodies
- quality and quantitative indicators on the use of parenting leave and use of other practices to ensure work-life balance and proportioned division of care duties among men and women
- understanding of gender-inclusive practices to be adopted on daily basis
- participation in projects including the presence of a gender equality officer
- evolution of the adoption of gender dimension in teaching and research output
- adoption of a gender-inclusive language in communication, dissemination and project development content

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