



## It's all about Priorities: Tips for Successfully Implementing Gender Equality Actions

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### Introduction

Supported by the **Horizon 2020 Research and Innovation framework programme**, CALIPER project adopted an innovative approach for setting up and implementing **Gender Equality Plans (GEPs)** within 9 participating Research Performing (RPOs) and Research Funding Organisations (RFOs). The CALIPER approach is aligned with the ERA “inclusive” GEP dimensions: intersectional, intersectoral, and geographic inclusiveness (European Commission, 2021), whilst it adds an “internal” dimension, that is, the internal engagement via participatory approaches).

### CALIPER iGEP Methodology

The CALIPER methodology relied on the **baseline approach from the GEAR tool**, and **five interlinked phases** including analysis of the state of play analysis of inequalities, GEP design, implementation, monitoring and evaluation, and sustainability.



**Four inclusiveness dimensions** have been embedded in each one of the methodological phases.

**1. The geographic inclusiveness** is sought to overcome gaps among countries in the level of adoption and execution of gender equality measures. CALIPER adopted a geographically inclusive approach from its conception phase engaging with organisations from **nine countries across Europe** spanning from Southern, Central, Eastern, and Western Europe, Georgia, and Turkey, all on different levels of gender equality uptake.

**2. The Intersectional inclusiveness** addresses gender inequalities **along with other structural inequalities** and discrimination grounds, such as social class, race, migration, religious background, and more). The CALIPER internal assessment has fostered a cross-cutting intersectional approach to data collection to feed into the iGEP design phase.

**3. Existing networks** between each CALIPER partner and the external innovation ecosystem have been analysed from a gender perspective to address **intersectoral inclusiveness**. Dedicated indicators have been designed to identify gender equality gaps in Research and Innovation (R&I) ecosystems and synergies have been established with external stakeholders activating **CALIPER R&I Hubs** at each project participating institution adopting a **quadruple helix approach** to promote active collaboration in the implementation of some of the GEPs measures.

**4. Internal inclusiveness** responds to the need for engaging internal stakeholders through **participatory methods** in change management and when pursuing institutional change for gender equality. iGEP design has been conducted in parallel with the creation of the **CALIPER GEP Working Groups** involving personnel from all hierarchy levels



### CALIPER Preliminary Findings & Recommendations

#### Geographic inclusiveness

Knowledge transfer from more advanced to less advanced institutions is often suggested in the adoption of gender equality measures, and the CALIPER project itself has built on the knowledge generated by multiple research institutions involved in previous similar EU-funded projects, besides having its own internal knowledge transfer mechanisms among partners. However, it is important to acknowledge that the **transfer of actions from one institution to another is beneficial when customised and adapted** to the national legislative context.

#### Intersectional inclusiveness

In CALIPER many efforts were made to introduce the concept of intersectionality and to point out how adopting a binary approach to gender equality creates barriers for minorities. The topic of intersectionality can potentially cause internal and external resistance also fostered by regressive discourses that reflect the spread of anti-gender ideologies. CALIPER partners are experiencing how these dynamics are also affecting academic/research environments. **Ad-hoc strategic considerations can lead to identifying the right “windows of opportunities”** to gradually promote an intersectional approach to gender equality.

#### Intersectoral inclusiveness

CALIPER has strived to position RPOs and RFOs as reference points for GE in their ecosystems by setting up awareness-raising actions organised in collaboration with external stakeholders. These broad collaborations are proving to facilitate institutional change internally, but also to initiate a conversation among the regional and national stakeholders, to adopt and implement gender policies in their organisations. In CALIPER, **Women in INnovation (WIN) events have been organised by all partners**, to highlight women-led innovations, and gender-sensitive product development/design, while raising awareness to attract more girls to STEM research.

#### Internal inclusiveness

Internal inclusiveness is crucial for the success and longevity of gender equality actions which require the active involvement and commitment of the top management. In CALIPER, **top management representatives were part of the change process from the design and development phase of the iGEPs**. Also, adopting a **bottom-up approach proved to be highly effective**. Setting up co-creation processes using participatory techniques from the design phase to engage internal stakeholders was found to be a useful approach.

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