

Gender Equality Plan 2023-2026 (version 1.4)

REVISION HISTORY		
Version	Date	Modifications
1.4	06/03/2025	Update of paragraphs 1.1, 2.1, 2.2, 2.3, 2.5 and 3
1.3	11/10/2024	Update of chapter 3
1.2	28/06/2024	Update of the paragraphs 1.1, 2.1, 2.2, 2.3, 2.4, 2.5
1.1	16/11/2023	Editing of the document; partial repositioning and renaming of chapters and paragraphs and insertion of the summary; integration of the chapters “Preamble”, “Context of the Gender Equality Plan” and of the paragraphs “Audit and Monitoring”, “Update of planned actions”, “Planned actions”
1.0	04/09/2023	First release of the document

Preamble

Gender equality at work, and more generally gender respect and non-discrimination are key principles that the EuResist Network espouses, in the broader context of its commitment to a more equitable, just and supportive world.

By “gender” we mean all the gender identities (lesbian, gay, bisexual, transgender, queer plus other sexual and gender identities). Furthermore, we intend to consider all other discrimination grounds.

With this in mind, we wanted to equip ourselves with a plan for gender equality, as also required by current European regulations.

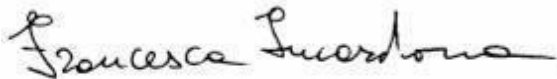
The realisation of this plan involves all the components of the organization and requires an analysis of the status quo. The initial analysis revealed a situation that is not particularly unbalanced and does not give rise to particular concerns. However, there is room for improvement. For example, training activities were considered useful and will be implemented annually. The plan provides for cyclical monitoring and implementation of corrective actions.

Resources have been allocated for its implementation and a responsible figure has been identified.

EuResist Network is a small organisation, however we are proud to provide our contribution to a more equitable society that is more respectful of all differences and fragilities.

The CEO of EuResist Network

Francesca Incardona



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Introduction: the EuResist Network

EuResist Network GEIE is an international partnership devoted to understanding and fighting the resistance to anti-HIV drugs. It is established in Rome, Italy, with the legal form of a European Economic Interest Grouping.

It is composed by:

- Karolinska Institutet (Stockholm, Sweden)
- Max Planck Gesellschaft (Germany)
- University of Siena (Italy)
- InformaPRO s.r.l. (Rome, Italy)
- Cologne University (Germany).

Its approach is eminently multidisciplinary and focused on exploiting the power of Real-World data at the benefit of the individual patient.

EuResist Network manages:

- **the EuResist Integrated Data Base (EIDB)**, among the largest available databases of HIV genotypes and clinical response to antiretroviral therapy, with more than 96.000 patients. The EIDB is open for research studies.
- **Research projects on HIV and other infectious diseases.** EuResist Network is actively involved in front end research to combat HIV drug resistance and the spread of HIV and other infectious diseases, in particular SARS-COV-2. It coordinates and participates in several research projects, including EU funded projects.
- **Training activities on HIV drug resistance and data management.** EuResist Network organizes on-site and distant courses and offers training material on drug resistance and drug resistance data management.
- **Bioinformatics and AI research applied to virology.** Following the development of the EuResist prediction engine in 2008, the EuResist Network continues its advanced bioinformatics activities, now also by PhD mentoring.

EuResist Network is a non-profit SME and a Research Institution.

EuResist Network adheres to the Global Compact, a non-binding United Nations pact to get businesses and firms worldwide to adopt sustainable and socially responsible policies, and to report on their implementation:

<https://unglobalcompact.org/what-is-gc/participants/138255-GEIE-EURESIST-NETWORK>

Context of the Gender Equality Plan

The present Gender Equality Plan (hereinafter: GEP) finds its origin in a careful reading of the specific mission of EuResist Network (hereinafter: the Network or the company). It is conceived as an instrument of monitoring, capacity building and implementation of structural actions, for the promotion of gender equality in the company organisation, working processes and research activities and more in general to create a fair and just workplace.

The GEP is intended as an indispensable tool to counteract any form of discrimination or violence, with a view to overcoming stereotypes even in R&I systems and adopting practices of valorisation of differences.

The GEP follows the *Horizon Europe Guidance on Gender Equality Plans*¹.

The GEP responds to requests of the Research and Innovation Directorate of the European Commission which provided that all research organisations, either public or private, who want to access Horizon Europe funding, have a Gender Equality Plan. However, this document does not correspond to a passive acceptance of a constraint that comes from the European institutions, but it proposes, for the next three years, actions and priorities for the reduction of gender asymmetries (related to lesbian, gay, bisexual, transgender, queer, plus other sexual and gender identities) and enhancement of all diversities (eg: age, culture, religion, physical ability, multilingualism, etc.).

The GEP is a living document, subject to additions and future adjustments; dedicated resources and expertise in gender equality are involved for its development.

Problems and risks are identified considering the dimension, the specific work and research environment of the Company; their causes and desired outcomes, including targets, are detailed, as well as the set of action points that are required to achieve the aims.

The GEP is discussed and revised with the engagement of the whole organisation: the Management Board, the Scientific Board, collaborators and stakeholders. The release and continuous evaluation of the document is an ongoing process that encourages self-reflection and review of practices.

The plan first details the steps for developing and updating the document (chapter 1):

- 1.1 Audit and monitoring
- 1.2 Update of planned actions
- 1.3 Resources allocation for the implementation of the GEP

The plan then follows the five recommended content-related (thematic) areas indicated by the *Horizon Europe Guidance on Gender Equality Plans*, declining them into various objectives (chapter 2).

- 2.1 Work-life balance and organisational culture
- 2.2 Gender balance in leadership and decision making
- 2.3 Gender equality in recruitment and career progression
- 2.4 Integration of the gender dimension into research and teaching content
- 2.5 Measures against gender-based violence, including sexual harassment

Finally, a timeline is proposed for the 3-years period (chapter 3).

The present version (1.4) follows the results of the first monitoring survey and provides updated action points.

¹ <https://op.europa.eu/en/publication-detail/-/publication/ffcb06c3-200a-11ec-bd8e-01aa75ed71a1/language-en/format-PDF/source-232129669> (last accessed on 6th March 2025)

1 Developing the GEP

1.1 Audit and Monitoring

Annual evaluation meetings are organised involving all employed and collaborating personnel. A smooth environment for problems reporting is ensured. A collection of anonymous complaints is also organised.

Further to discussion of qualitative issues, a quantitative annual assessment is carried out.

The following variables are evaluated annually, in the frame of a larger human rights assessment which includes qualitative evaluation of the state of play of the risks described in chapter 2, the impact of the implemented mitigation measures and the needs assessment for further actions.

1. Does the company have a policy commitment in relation to the following human rights topics?

	No, and we have no plans to develop a policy	No, but we plan to within the next two years	Yes, included within a broader policy or as a stand-alone policy
Freedom of expression			x
Digital security / privacy			x
Gender equality and women's rights			x
Rights of indigenous peoples			x
Rights of refugees and migrants			x

Please input the year the relevant human rights policy was last reviewed

	Year (YYYY)
Freedom of expression	2025
Digital security / privacy	2024
Gender equality and women's rights	2024
Rights of indigenous peoples	2024
Rights of refugees and migrants	2024

For each human rights policy, is it:

	Aligned with international human rights standards	Publicly available	Approved at most senior level of the company	Applied to the company's own operations	Applied to the company's own operations and suppliers	Applied to the company's own operations and the value chain	Developed involving human rights expertise from inside / outside the company	Other
Freedom of expression				X				
Digital security / privacy				X				
Gender equality and women's rights				X				
Rights of indigenous peoples				X				
Rights of refugees and migrants				X				

2. During the period covered by the GEP, has the company engaged with affected stakeholders or their legitimate representatives in relation to the following human rights topics?

	No engagement on this topic	To better understand the risks/impacts in question	To discuss potential ways to prevent or mitigate the risks/impacts in question	To agree on a way to prevent/mitigate the risks/impacts in question	To assess progress in preventing/mitigating the risks/impacts in question	To collaborate in the prevention/mitigation of the risks/impacts in question
Freedom of expression				x		
Digital security / privacy				x		
Gender equality and women's rights				x		
Rights of indigenous peoples				x		
Rights of refugees and migrants				x		

3. What type of action has the company taken during the period covered by the GEP with the aim of preventing/mitigating the risks/impacts associated with this human rights topic?

	Provided internal training/capacity building for the direct workforce	Built capacity among relevant business relationships (e.g., partners, suppliers, clients, etc.)	Conducted an audit process and/or corrective action plan	Collective action with peers or other stakeholders to address the issue	Collaborated with governmental or regulatory bodies	Other	No action within reporting period
Freedom of expression	x						
Digital security / privacy		x					
Gender equality and women's rights	x	x	x				
Rights of indigenous peoples		x					
Rights of refugees and migrants		x					

4. Who receives training for the following human rights topics?

	No training provided	Selected persons of the company	All persons of the company	Contractors	Direct suppliers of the company	Indirect suppliers of the company	Other
Freedom of expression			x				
Digital security / privacy		x					
Gender equality and women's or girls rights			x				
Rights of indigenous peoples			x				
Rights of refugees and migrants			x				
	No monitoring of progress		Review topics on ad hoc basis		Set annual targets/ goals, track progress over time		Other (Please provide additional explanation)
Freedom of expression			x				
Digital security / privacy			x				

Gender equality and women's or girls rights	x	x
Rights of indigenous peoples	x	
Rights of refugees and migrants	x	

6. During the period covered by the GEP, has the company been involved in providing or enabling remedy where it has caused or contributed to adverse impact associated with the following human rights topic(s)?

	No remedy provided/ enabled	Yes, remedy provided/ enabled	Remedy in course of implementation	No adverse impact identified or caused
Freedom of expression			x	
Digital security / privacy				x
Gender equality and women's rights				x
Rights of indigenous peoples				x
Rights of refugees and migrants				x

Risks, mitigation measures and actions are monitored and updated as specified in the graph:

Month/Action	3	6	9	12	15	18	21	24	27	30	33	36
Monitoring and evaluation					x				x			
Update of the plan						x				x		

In December 2024, a first monitoring survey has been developed by an external consultant, Dr. Manuele Jorio. It has been circulated among all personnel working and collaborating with EuResist Network. Its results informed the updated of the present version 1.4 of the GEP.

1.2 Update of planned actions

On the basis of the results of the periodic monitoring, new risks may arise and additional mitigation measures or actions may be needed; the present plan is updated accordingly.

1.3 Resources allocation for the implementation of the GEP

EuResist Network has nominated Dr. PhD Francesca Ferrucci as responsible person for the implementation of the GEP.

EuResist Network has allocated person hours and financial resources for the implementation of the GEP.

2 Areas of intervention

2.1 Work-life balance and organisational culture

EuResist Network has a streamlined structure, mostly relying on smart working and an organisational culture that gives the highest priority to favoring the work-life balance as well as the respect of religious and social habits.

Only two days per week of presence in the office are requested. The definition of days is flexible and decided together among the CEO and the collaborators. Under particular requests, the requirement of presence in the office is waived.

Further than in relation to the internal collaborators, this attention is paid also in relation to the activities with external partners and stakeholders: meetings are organised taking into account specific requests from people (mostly females) who need to take care of children or other family members, as well as taking into account holy days of all the involved religions.

Objectives in this area are:

- Overall, the main objective is to **create an inclusive organisational culture**; this means promoting a culture of respect, fairness, and inclusion, and ensuring that all staff feel valued and respected.
- To monitor and, if necessary, implement measures to balance work and private life
- To systematically integrate a gender perspective in organisational culture

Risks assessment and mitigation measures

According to scientific literature, smart working offers numerous advantages, both for workers and for companies, including a greater flexibility and autonomy for teleworkers and a better balance between work and private life. This organisational pattern is regulated by contract as per national and international legislation. However, some risks are also reported for individuals, among which the main are:

- Social isolation of the teleworker
- Lack of confidence and reduced visibility
- Lack of career advancement
- Transformation of work objectives into piecework, with a consequent flattening of the work organisation
- Workplace safety issues: teleworkers can be exposed to safety risks, such as using improper devices².

For companies, then, further analysis and additional challenges are to be considered. In the specific company's work environment, according to the preliminary assessment, some of the above-mentioned risks, such as social isolation and reduced visibility, are normally mitigated by the fact that many project internal meetings are usually in remote mode for all the participants, given their international character. No workplace safety issues have been reported by the involved teleworkers, but it is anyway important to circulate specific recommendations and instructions to guarantee the best working conditions both at office and at home.

On the other hand, deadline-oriented projects may increase the risk of additional workload concentrated in specific periods, which can be difficult to be dealt with if not properly organised in advance.

Best practices at national and international level propose some general mitigation measures, such as to increase the company's culture to foster collaboration and communication between workers, even remotely, and to establish clear rules for time management and productivity (for example, carefully prioritising the work objectives when demanding deadlines are foreseen).

To address the objectives of this area, a work management platform has been adopted, namely *Asana*. An *Asana* account has been provided to all the members of the company teams, to facilitate the distribution of the work between team members, their self-organisation, the tracking of activities and updates, remote coordination of tasks and the monitoring of workload and objectives by the Principal Investigators. Efficacy of the tool and possible further implementations are continuously being monitored.

The first action A1 has been completed.

- **Action 1 (A1):** a meeting of presentation of the GEP has been held, to encourage the full comprehension and adoption of its contents at all levels; internal channels to report problems or suggestions have been set up (target audience: top management and all the company staff).

2.2 Gender balance in leadership and decision-making

As of February 2025, the composition of personnel working and collaborating with EuResist Network is as follows:

² Bloom, N., Liang, J., Roberts, J., Ying, Z.J., 2013. *Does Working from Home Work? Evidence from a Chinese Experiment* (Working Paper No. 18871). National Bureau of Economic Research. <https://doi.org/10.3386/w18871>; Bomhof, F., Van Hoorik, P., Donkers, M., 2009. *Systematic Analysis of Rebound Effects for "Greening by ICT" Initiatives* (SSRN Scholarly Paper No. ID 1659725). Social Science Research Network, Rochester, NY; Collins, M., 2005; n.d. *The (not so simple) case for teleworking: a study at Lloyd's of London*. *New Technology, Work and Employment* 20, 115–132. <https://doi.org/10.1111/j.1468-005X.2005.00148.x>; Cooper, C.D., Kurland, N.B., 2002. *Telecommuting, professional isolation, and employee development in public and private organizations*. *Journal of Organizational Behavior* 23, 511–532. <https://doi.org/10.1002/job.145>; Digital Observatory of Politecnico di Milano, 2018. *New Ways of Working: il punto sullo Smart Working in Europa*. Osservatori.

CEO: Francesca Incardona, female

Management Board:

Francesca Incardona, female,
Rolf Kaiser, male,
Thomas Lenaguer, male,
Anders Sönnnerborg, male,
Maurizio Zazzi, male

IT Manager and DPO

Antonia Bezencheck, female

Data Managers

Iuri Fanti, male,
Adrian Shallvari, male
Giulia Di Teodoro, female

Research management

Chiara Mommo, female
Francesca Ferrucci, female
Sara Serrao, female

Scientific Board:

Management Board,
Ana Abecasis, female,
Marina Bobkova, female,
Carole Devaux, female,
Gianfranco Morino, male,
Milosz Parczewski, male,
Nico Pfeifer, male,
Michal Rosen-Zvi, female,
Murat Sayan, male,
Perpetua Gomes, female,
Sabina Ferdinand Mugusi, female,
Uwe Koppe, male,
Karolin Meixenberger, female

PhD students

Yacob Gebretensae, male

The sole director (CEO) of EuResist Network is presently a woman. The CEO represents the Network vis-a-vis third parties. She has coordination functions between the Members of the Network for the realisation of its goals. To this end she takes all necessary and/or appropriate decisions and takes in autonomy all the decisions related to day by day management. In particular, the CEO is responsible for:

- convening and chairing the assembly of the Members, preparing the Minutes of the assemblies and monitoring the implementation of decisions taken by the Members;
- adequate and orderly accounting for the preparation of the annual balance sheet of the Network;
- coordinating the common activities of the Network and the activities deriving from the agreements of flexible cooperation.

The Management Board (MB) is made up of representatives of the institutions (each with its own GEP) that form the European Economic Interest Grouping. The MB is presently formed by four men and one woman. The MB is responsible for the realisation of the goals of the Grouping. Each Member shall have one vote. Decisions are taken by majority of the Members. Unanimous decision of the Members is required for decisions concerning: movement of the registered seat of the Grouping; amendments to the scope and goals of the Grouping; amendments to the number of votes assigned to Members and to the conditions for taking decisions by the Members; amendments to the terms of administration of the Grouping; approval of the balance sheet, discharge of the administrator for the annual accounts, determination of the maximum amount for the contribution to the functioning and common activities of the Group; admission and exclusion of the Members; termination of the Grouping.

The Scientific Board takes all the scientific decisions related to the use of the EIDB and to the other

scientific activities of the Network. The Scientific Board is presently formed by 8 women and 9 men. Decisions are taken by majority after internal discussion. Regarding the use of the EIDB, each member can deny the use of its own portion of data for a specific study, without need to motivate the decision.

Objectives of this area are:

- To fight gender (and, more in general, discriminatory) stereotypes and biases in the workplace
- To promote and maintain a balanced presence of genders in the company's management structure and decisional roles
- To promote a balanced presence of genders in the leaderships of single research projects (such as in the roles of project coordinator, work package leader and task leader)

Risks assessment and mitigation measures

Scientific literature has widely reported risks associated with gender imbalance³. Some of the most relevant ones can be summarised as follows:

- Limited access to diverse perspectives and experiences: when leadership and decision-making roles are dominated by one gender, there is a risk of excluding valuable perspectives and experiences that could contribute to better decision-making. This can lead to missed opportunities, flawed strategies, and a lack of understanding of the needs and concerns of diverse stakeholders.
- Reinforcement of gender stereotypes and biases: when one gender is overrepresented in leadership positions, it can reinforce existing gender stereotypes and biases. This can make it more difficult for individuals from underrepresented groups to advance into leadership roles and can create a workplace culture that is not inclusive or supportive of all employees.

Best practices at national and international level propose mitigation measures such as transformational mentorships to support the female population, aimed at acquiring greater awareness of one's abilities, and the male population, aimed at raising awareness about sexism and its manifestations.

To Action 2 previously identified has been completed:

- **Action 2 (A2):** a training module has been organized (July 2024), titled "*Challenging gender stereotypes and gender-based violence*" (target audience: top management and all the company staff)

2.3 Gender equality in recruitment and career progression

Gender equality in recruitment and career progression is a key priority for EuResist Network. We believe that when women have the same opportunities as men to be hired and advance in their careers, research organizations can benefit from greater diversity of thought, productivity and success.

Objectives of this area, which inspire the routine actions that EuResist Network takes to promote gender equality in recruitment and career progression, include:

- **To use non-discriminatory selection criteria;** this means avoiding the use of sexist terms or images in job advertisements, and ensuring that all selection criteria are based on merit, not gender.
- **To invest in women's training and development;** this includes providing women with opportunities such as mentoring, training courses, and conferences. It also includes, as described above, providing

³ Among others, a general overview is provided by Starnski CS, Son Hing LS. *Gender inequalities in the workplace: the effects of organizational structures, processes, practices, and decision makers' sexism*. Front Psychol. 2015 Sep 16;6:1400. doi: 10.3389/fpsyg.2015.01400. PMID: 26441775; PMCID: PMC4584998

flexible working arrangements, such as part-time work and working from home, to help women balance their work and family responsibilities.

- **To remove barriers to women's career progression;** further to providing flexible working arrangements, and training/mentorship programs, as already mentioned, this includes valorising the competences of all the staff, challenging gender stereotypes and promoting gender equality within the organisation.

Risks assessment and mitigation measures

Risks in this area partially overlap with those in leadership and decision making. Other specific risks are related to investments in training and empowerment programs for employees and staff, which could be significantly reduced when economic resources are limited. Clarifying pathways for growth for the main involved professional figures and identifying priorities in training programs helps to realistically address this challenge: to this end, a first action of needs assessment and identification of certified training modules has been carried out, and the following courses have been taken:

- *Open Science in Horizon Europe* (certified APRE online course; 2 hours) (taken by Francesca Ferrucci)
- *APRE Autumn School 2024 - Immersi in Horizon Europe!* (19 - 22 NOVEMBER 2024 | 4 days, 27 hours) (taken by Sara Serrao)

However, also considering the results of the first monitoring survey, it is considered necessary to periodically repeat the assessment. The Action 3 is updated accordingly:

- **Action 3 (A3):** periodic needs assessment for training, identification and prioritisation of certified training modules (target audience: all the company staff).

2.4 Integration of the gender dimension into research and teaching content

Research content. The research activities carried out by EuResist Network take into consideration the gender dimension. Data on gender are collected in the EIDB and the relevance of gender on scientific issues is evaluated.

Communication and dissemination of the research results. Gender-based and other biases are taken into consideration when designing texts, images and in general all the materials which are aimed to communicate and disseminate the research results.

Objectives of this area, which partially complement those in the previous areas, are to continue and systematically adopt:

- The assumption of a gender perspective in the design and implementation of the research projects and tools
- The promotion of a balanced presence of genders in communication, dissemination and exploitation events (such as in the roles of chair, moderator and speaker in conferences organised by the company)
- a respectful language of differences both in internal and external communication
- The assumption of accessibility and non-discrimination criteria for texts, materials and user interfaces that are the output of research activities and projects.

To improve the efficacy of the company's commitment in this area, the planned actions are:

- **Action 4 (A4):** to organise a training module “For an accessible and non-discriminatory company communication” to present the most frequent problems both in traditional and new media communication and strategies to overcome them, also taking into consideration the specific research fields of the company (target audience: company’s top management, project and social media managers, administrative staff involved in technical and internal communication activities).

2.5 Measures against gender-based violence, including sexual harassment

Gender-based violence is a serious problem that affects women and girls disproportionately. It can take many forms, including physical violence, sexual violence, psychological violence, and economic violence. Sexual harassment is a form of gender-based violence that can occur in the workplace, in education, and in other settings.

EuResist Network has a responsibility to take steps to prevent gender-based violence and sexual harassment. This includes providing a safe and supportive work environment where everyone feels respected and valued. This means having clear policies against gender-based violence and sexual harassment, and taking swift action to investigate and address any incidents that occur.

It also includes educating staff about gender-based violence and sexual harassment and the importance of reporting any incidents that occur, for instance by providing training sessions.

More in detail, objectives of this area are:

- To conduct regular training, which should start from the definition of gender-based violence and sexual harassment and then cover the impact of these behaviors and the steps that staff can take to prevent and respond to these behaviors.
- To adopt the policies against gender-based violence and sexual harassment; to communicate them to all staff and make them accessible.
- To encourage staff to report any incidents of gender-based violence and sexual harassment.
- To take swift action to investigate and address any incidents of gender-based violence and sexual harassment. This means conducting thorough investigations and taking appropriate disciplinary action against perpetrators.

Risks assessment and mitigation measures

According to scientific literature, violence in the “world of work”⁴ includes a wide set of more or less conscious actions such as bullying, physical and verbal abuse from work colleagues, supervisors or managers, sexual harassment and violence, psychological intimidation, abusive working conditions, mobbing and bossing, inadequate or inappropriate sanitary facilities, involuntary excessive long working hours and unpredictable or late demands to work overtime.

It is considered a pervasive phenomenon in global production. However, the issue is rarely reported and is often invisible; many times, there is an absence of human resources and policies to address sexual harassment.

⁴ The world of work is a concept developed by the International Labour Organization (ILO) to encompass all aspects of women’s and men’s working lives, both paid and unpaid work. In the present GEP, gender-based violence is considered mainly in the workplace and, for teleworkers, in the home: cfr. ILO. *General Report of the Committee of Experts on the Application of Conventions and Recommendations, Report III (Part 1A)*, 98th Session of the *International Labour Conference*. Geneva: International Labour Organization, 2009; ILO, *Discrimination at work on the basis of sexual orientation and gender identity: Results of the ILO’s PRIDE Project*, 2012 (documents available at <https://www.ilo.org/global/lang-en/index.htm>).

Risks can be reinforced when workers are young or workplaces have low unionisation⁵.

Action A2 is completed; other training modules will be foreseen, if necessary, as a follow-up measure. For reporting episodes of violence or suspicions of violation of workers' rights, the following institutional channels are indicated as reference:

- law enforcement offices for suspected criminal incidents
- workers' union and their local offices of competence for suspected violations of workers' rights

For minor incidents, that could result in a further implementation of risks assessment, in order to encourage reporting, a confidential channel has been set-up, ensuring that staff feel comfortable using it without fear of retaliation. The Action 5 previously identified has been completed:

- **Action 5 (A5):** in order to encourage reporting, a confidential channel has been set-up, ensuring that staff feel comfortable using it without fear of retaliation.

In addition, the management will implement adequate internal measures to address the topics arisen from the first monitoring survey and the freedom of expression.

⁵ Council of Europe, *Gender Matters – Manual on gender-based violence affecting young people*, Council of Europe, Budapest 2007; Cruz, A., & Klinger, S, *Gender-based violence in the world of work: Overview and selected annotated bibliography by International Labour Organization*. Geneva: International Labour Organization 2011; World Health Organization, *Global and Regional Estimates of Violence against Women*, 2018, available at <https://www.who.int/publications/i/item/9789241564625>.

3 Overview of objectives, planned actions and timeline: months 1-36

Area of intervention	Objectives	Actions and mitigation measures	3	6	9	12	15	18	21	24	27	30	33	36
Area 1: Work-life balance and organisational culture	<ul style="list-style-type: none"> To create an inclusive organisational culture; this means promoting a culture of respect, fairness, and inclusion, and ensuring that all staff feel valued and respected. To monitor and, if necessary, implement measures to balance work and private life To systematically integrate a gender perspective in organisational culture 	<ul style="list-style-type: none"> Action A1 (DONE): to hold a meeting of presentation of the GEP, to encourage the full comprehension and adoption of its contents at all levels; to set up internal channels to report problems or suggestions 			X									
Area 2: Gender balance in leadership and decision-making	<ul style="list-style-type: none"> To fight gender (and, more in general, discriminatory) stereotypes and biases in the workplace To promote and maintain a balanced presence of genders in 	<ul style="list-style-type: none"> Action A2 (DONE): course “The gender stereotypes at work and a definition of gender-based violence, with some paradoxical evidence (i.e. the Nordic 			X									

	<p>the company's management structure and decisional roles</p> <ul style="list-style-type: none"> To promote a balanced presence of genders in the leaderships of single research projects (such as in the roles of project coordinator, work package leader and task leader) 	<p><i>paradox)" (target audience: top management and all the company staff)</i></p>												
<p>Area 3: Gender equality in recruitment and career progression</p>	<ul style="list-style-type: none"> To use non-discriminatory selection criteria; this means avoiding the use of sexist terms or images in job advertisements and ensuring that all selection criteria are based on merit, not gender. To invest in women's training and development; this includes providing women with opportunities such as mentoring, training courses, and conferences. It also includes, as described above, providing flexible working arrangements, 	<ul style="list-style-type: none"> Action A3 (DONE): <i>needs analysis of training, identification, and prioritisation of certified training modules (target audience: all the company staff) (done)</i> a 24-months plan for internal training and empowerment is released and implemented 			X								X	

	<p>such as part-time work and working from home, to help women balance their work and family responsibilities.</p> <ul style="list-style-type: none"> • To remove barriers to women's career progression; further to providing flexible working arrangements, and training/mentorship programs, this includes challenging gender stereotypes and promoting gender equality within the organisation. 													
Area 4: Integration of the gender dimension into research and teaching content	<ul style="list-style-type: none"> • To assume a gender perspective in the design and implementation of the research projects and tools • To promote a balanced presence of genders in communication, dissemination, and exploitation events (such as in the roles of chair, moderator and speaker in 	<ul style="list-style-type: none"> • action A4: training module "For an accessible and respectful company communication" (target audience: Company's top management, project managers, administrative staff). 								X				

	<p>conferences organised by the company)</p> <ul style="list-style-type: none"> • To adopt a respectful language of differences both in internal and external communication • To assume accessibility and non-discrimination criteria for texts, materials and user interfaces that are the output of research activities and projects. 													
Area 5: Measures against gender-base d violence, including sexual harassment	<ul style="list-style-type: none"> • To conduct regular training, which should start from the definition of gender-based violence and sexual harassment and then cover the impact of these behaviors and the steps that staff can take to prevent and respond to these behaviors. • To adopt the policies against gender-based violence and sexual harassment; to communicate them to all 	<ul style="list-style-type: none"> • Action A5 (DONE): <i>set-up of a confidential channel, ensuring that staff feel comfortable using it without fear of retaliation.</i> 		X										

<p>staff and make them accessible.</p> <ul style="list-style-type: none">• To encourage staff to report any incidents of gender-based violence and sexual harassment.• To take swift action: the Network will take swift action to investigate and address any incidents of gender-based violence and sexual harassment. This means conducting thorough investigations and taking appropriate disciplinary action against perpetrators.													
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