



# ARIADNE

Advanced Research Infrastructure  
for Archaeological Dataset Networking in Europe

## GENDER EQUALITY PLAN 2026–2028

*Building an inclusive, equitable  
and excellent research environment*



**EQUALITY**  
Equal opportunities  
for all



**INCLUSION**  
Valuing diversity  
and collaboration



**INNOVATION**  
Driving excellence  
through diversity



**INTEGRITY**  
Promoting respect  
and wellbeing



**COMMITMENT**  
Towards a sustainable  
and fair future



TOGETHER FOR GENDER EQUALITY  
IN RESEARCH AND INNOVATION



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# 1. INTRODUCTION

The Board of ARIADNE Research Infrastructure AISBL approved its first Gender Equality Plan (GEP) for the period 2023–2025 on 4 May 2023, in line with the European Commission’s Gender Equality Strategy and the requirements of the Horizon Europe Programme.

The implementation of the GEP 2023–2025 represented an important step for ARIADNE RI, enabling the organisation to introduce key measures aimed at promoting gender equality both in organisational practices and in research activities.

During this period, ARIADNE RI developed internal policies supporting work-life balance, including smart working arrangements and the right to disconnect, adopted guidelines to ensure a fair gender composition in selection processes, and carried out training activities on gender stereotypes, discrimination and gender-based violence.

In addition, the systematic collection of gender-disaggregated data has strengthened the organisation’s capacity to monitor participation in research activities and projects.

These actions have contributed not only to the achievement of the objectives set in the previous GEP, but also to the development of a more structured and conscious approach to gender equality within ARIADNE RI.

Building on these results, the Gender Equality Plan 2026–2028 is conceived as a phase of consolidation and continuous improvement, rather than the introduction of entirely new measures. The focus of the new plan is therefore on:

- monitoring the effective implementation of existing policies and practices;
- strengthening the integration of gender equality principles in organisational processes;
- further developing the collection and use of gender-disaggregated data;
- enhancing the integration of the gender dimension within research activities, in line with Horizon Europe priorities.

The GEP 2026–2028 confirms ARIADNE RI’s commitment to embedding gender equality as a core value and as a cross-cutting principle in research and innovation. In this perspective, gender equality is not addressed as a set of isolated actions, but as an integral part of organisational culture and research practices.

Overall, the new plan reflects a transition from the initial implementation phase towards a more mature approach, focused on impact, quality and sustainability of gender equality measures, in full alignment with the objectives of Horizon Europe and responsible research and innovation principles.

## 2. STRATEGIC OBJECTIVES – GEP 2026–2028

The Gender Equality Plan 2026–2028 of ARIADNE Research Infrastructure AISBL builds on the results achieved during the previous implementation phase and aims to consolidate and further develop gender equality practices across the organisation.

In line with the priorities of the Horizon Europe Programme and the European Commission's Gender Equality Strategy, ARIADNE RI identifies the following strategic objectives:

### 1. Strengthening gender equality in organisational practices

ARIADNE RI aims to ensure the continuous implementation and monitoring of existing policies supporting gender equality, including work-life balance measures, flexible working arrangements and inclusive organisational practices.

The objective is to reinforce a working environment that supports equal opportunities and promotes well-being, flexibility and inclusiveness for all collaborators.

### 2. Ensuring gender balance in governance and decision-making processes

Building on the guidelines adopted in the previous GEP, ARIADNE RI aims to monitor and promote gender balance in selection committees and decision-making processes.

This objective seeks to ensure fair representation and equal participation of women and men in governance structures and recruitment-related activities.

### 3. Consolidating gender-sensitive data collection and monitoring

ARIADNE RI will continue to strengthen the collection, analysis and use of gender-disaggregated data related to staff, collaborators and participation in research activities.

The objective is to support evidence-based decision-making and ensure transparency in the monitoring of gender equality across projects and organisational processes.

### 4. Enhancing the integration of the gender dimension in research and innovation

ARIADNE RI aims to further integrate gender considerations into research activities, moving beyond data collection towards a more systematic inclusion of gender perspectives in research design, data analysis and dissemination.

Particular attention will be given to the integration of gender aspects within European projects, in line with Horizon Europe requirements and Responsible Research and Innovation (RRI) principles.

### 5. Promoting awareness and prevention of gender-based discrimination and violence

ARIADNE RI will continue to promote awareness-raising activities and training initiatives addressing gender stereotypes, discrimination and gender-based violence.

The objective is to foster a respectful and inclusive organisational culture and to prevent inappropriate behaviours within the working environment.

## **AREA 1 – Work-life balance and organisational culture**

### **Objective 1 – Strengthening gender equality in organisational practices and work-life balance**

#### **ACTION 1.1 – MONITORING AND CONTINUOUS IMPLEMENTATION OF WORK-LIFE BALANCE AND ORGANISATIONAL MEASURES**

##### **DESCRIPTION**

Building on the measures introduced in the previous GEP (2023–2025), ARIADNE RI will continue to implement and monitor policies supporting work-life balance and an inclusive organisational culture.

These include flexible working arrangements, smart working practices and the right to disconnect, already adopted within the organisation.

The action aims to ensure the effective and continuous application of these measures, adapting them when necessary to the evolving needs of collaborators and project-based activities.

##### **EXPECTED RESULTS**

- Consolidation of work-life balance measures within the organisation;
- Maintenance of flexible and inclusive working conditions;
- Increased awareness of organisational well-being and equality principles.

##### **MONITORING INDICATORS (KPI)**

- Implementation of flexible working arrangements ✓
- Number of collaborators benefiting from flexible working conditions
- Level of satisfaction of collaborators (qualitative feedback)

##### **TIMELINE**

2026 – 2027 – 2028

##### **RESPONSIBLE**

ARIADNE RI Board and Gender Equality Responsible

## **AREA 2 – Gender balance in leadership and decision-making**

### **Objective 2 – Ensuring gender balance in governance and decision-making processes**

#### **ACTION 2.1 – MONITORING THE APPLICATION OF GENDER BALANCE GUIDELINES IN SELECTION AND DECISION-MAKING PROCESSES**

##### **DESCRIPTION**

Following the adoption of guidelines for a fair gender composition in selection committees during the previous GEP (2023–2025), ARIADNE RI will focus on monitoring their effective application. The action aims to ensure that gender balance criteria are consistently considered in the composition of selection committees and in decision-making processes related to recruitment and collaboration. Given the organisational structure of ARIADNE RI, particular attention will be paid to the composition of committees linked to project-based activities.

##### **EXPECTED RESULTS**

- Consistent application of gender balance principles in selection processes;
- Increased awareness of gender equality in governance practices;
- Transparent and fair decision-making procedures.

##### **MONITORING INDICATORS (KPI)**

- Share of women in selection committees (%)
- Compliance with gender balance guidelines (%)
- Inclusion of gender-related data in internal monitoring reports

##### **TIMELINE**

2026 – 2027 – 2028

##### **RESPONSIBLE**

ARIADNE RI Board and Gender Equality Responsible

## **AREA 3 – Gender equality in recruitment and career progression**

### **Objective 3 – Consolidating gender equality in recruitment and participation in research activities**

#### **ACTION 3.1 – MONITORING GENDER EQUALITY IN RECRUITMENT AND PARTICIPATION IN RESEARCH PROJECTS**

##### **DESCRIPTION**

Building on the data collection activities implemented in the previous GEP (2023–2025), ARIADNE RI will continue to monitor gender-disaggregated data related to recruitment processes and participation in research activities and projects.

Given the project-based structure of ARIADNE RI, particular attention will be devoted to the composition of research teams and the involvement of collaborators in European projects. The action aims to ensure transparency in participation patterns and to support the promotion of equal opportunities in research activities.

##### **EXPECTED RESULTS**

- Continuous availability of gender-disaggregated data;
- Improved transparency in recruitment and participation processes;
- Enhanced capacity to identify potential gender imbalances.

##### **MONITORING INDICATORS (KPI)**

- Share of women and men involved in research projects (%)
- Distribution of financial resources by gender (%)
- Annual update of gender-disaggregated data ✓

##### **TIMELINE**

2026 – 2027 – 2028

##### **RESPONSIBLE**

ARIADNE RI Board and Gender Equality Responsible

## **AREA 4 – Integration of the gender dimension into research and innovation content**

### **Objective 4 – Strengthening the integration of the gender dimension in research activities and projects**

#### **ACTION 4.1 – INTEGRATION OF GENDER CONSIDERATIONS INTO RESEARCH DESIGN, DATA ANALYSIS AND PROJECT IMPLEMENTATION**

##### **DESCRIPTION**

Building on the initial mapping activities carried out during the previous GEP (2023–2025), ARIADNE RI will further strengthen the integration of the gender dimension within its research activities.

The action moves beyond the identification of gender-related content towards a more systematic inclusion of gender considerations in:

- research design and methodology;
- data collection and analysis;
- interpretation of results and dissemination activities.

Particular attention will be given to European projects, where gender equality represents a cross-cutting priority under the Horizon Europe Programme.

In this context, ARIADNE RI will promote the inclusion of gender perspectives in project proposals and ongoing research activities, especially in relation to user needs, access to research infrastructures and the societal impact of research.

##### **EXPECTED RESULTS**

- Increased integration of gender considerations in research activities;
- Improved quality and inclusiveness of research outputs;
- Alignment with Horizon Europe requirements on gender equality.

##### **MONITORING INDICATORS (KPI)**

- Share of projects including gender considerations (%)
- Inclusion of gender aspects in research design and methodologies ✓
- Evidence of gender-aware analysis in project outputs (qualitative assessment)

##### **TIMELINE**

2026 – 2027 – 2028

##### **RESPONSIBLE**

ARIADNE RI Board and Gender Equality Responsible

## **AREA 5 – Measures against gender-based violence, including sexual harassment**

### **Objective 5 – Strengthening prevention and support measures related to gender-based discrimination, harassment and violence**

#### **ACTION 5.1 – ESTABLISHMENT OF A LISTENING AND SUPPORT SERVICE FOR GENDER-BASED DISCRIMINATION, HARASSMENT AND VIOLENCE**

##### **DESCRIPTION**

Building on the awareness-raising and training activities implemented during the previous GEP (2023–2025), ARIADNE RI will establish a dedicated listening and support service for collaborators who may experience situations of discrimination, harassment or gender-based violence.

The service will provide a confidential and safe space for initial support, guidance and orientation. It will be accessible to collaborators involved in ARIADNE RI activities, taking into account the distributed and project-based nature of the organisation.

The service will be coordinated by the Gender Equality Responsible, ensuring continuity with the training and awareness activities already carried out.

##### **EXPECTED RESULTS**

- Establishment of a structured support mechanism within ARIADNE RI;
- Increased awareness and trust in reporting mechanisms;
- Strengthening of prevention and response measures.

##### **MONITORING INDICATORS (KPI)**

- Activation of the listening service ✓
- Number of users accessing the service (where applicable and in compliance with confidentiality)
- Level of satisfaction of users (qualitative feedback)

##### **TIMELINE**

2026 – 2027 – 2028

##### **RESPONSIBLE**

Gender Equality Responsible (Cristina Pugi) and ARIADNE RI Board

## 6. MONITORING INDICATORS (KPI SUMMARY)

To ensure effective monitoring of the implementation of the Gender Equality Plan 2026–2028, ARIADNE RI adopts the following key performance indicators (KPIs), aligned with the strategic objectives of the plan.

Area	Action	KPI
Area 1	Work-life balance measures	Availability of flexible working arrangements ✓
		Level of satisfaction of collaborators (qualitative feedback)
Area 2	Gender balance in committees	Share of women in selection committees (%)
		Compliance with gender balance guidelines (%)
Area 3	Gender-disaggregated data	Share of women and men in research projects (%)
		Distribution of financial resources by gender (%)
Area 4	Gender dimension in research	Share of projects including gender considerations (%)
		Evidence of gender-aware methodologies (qualitative assessment)
Area 5	Listening and support service	Activation of the service ✓
		Number of users (if applicable)
		User satisfaction (qualitative feedback)

## 7. IMPLEMENTATION TIMELINE (SIMPLIFIED GANTT)

The actions of the Gender Equality Plan 2026–2028 are implemented continuously over the three-year period, with a focus on monitoring, consolidation and improvement.

Action	2026	2027	2028
Monitoring work-life balance measures	✓	✓	✓
Monitoring gender balance in committees	✓	✓	✓
Monitoring gender-disaggregated data	✓	✓	✓
Integration of gender dimension in research	✓	✓	✓
Listening and support service	✓	✓	✓

## **8. FINAL COMMITMENT**

ARIADNE Research Infrastructure AISBL reaffirms its commitment to promoting gender equality as a fundamental value and as a key component of responsible research and innovation.

The Gender Equality Plan 2026–2028 represents a consolidation phase, aimed at strengthening existing measures, improving their effectiveness and ensuring their long-term sustainability.

Through continuous monitoring and the progressive integration of gender considerations into organisational practices and research activities, ARIADNE RI aims to contribute to a more inclusive, equitable and high-quality research environment.

In alignment with the principles of Horizon Europe, ARIADNE RI recognises gender equality not only as a requirement, but as an opportunity to enhance the quality, relevance and societal impact of research and innovation.

### **GEP TEAM**

Cristina Pugi  
Julian Richards  
Franco Niccolucci

Approved by the Board of ARIADNE Research Infrastructure AISBL on 23 April 2026