



# GENDER EQUALITY PLAN REPORT 2025

---

Gender Equality Plan 2023–2025  
Annual Monitoring Report



Promoting equality,  
diversity and inclusion  
in research and innovation

## INDEX

Introduction .....	p. 3
<b>AREA 1 – WORK-LIFE BALANCE AND ORGANISATIONAL CULTURE</b>	
Action 1.1.1 – Collection of gender disaggregated data on personnel and collaborations in digital format .....	p. 4
Action 1.2.1 – Adoption of a family-friendly calendar and working hours .....	p. 4
Action 1.3.1 – Preparation of internal regulations for smart working and the right to disconnect .....	p. 5
Action 1.4.1 – Training to contrast stereotypes and prejudices .....	p. 5
<b>AREA 2 – GENDER BALANCE IN LEADERSHIP AND DECISION-MAKING</b>	
Action 2.1.1 – Preparation of guidelines for a fair gender composition in selection committees .....	p. 7
<b>AREA 3 – GENDER EQUALITY IN RECRUITMENT AND CAREER PROGRESSION</b>	
3.1 Action 3.1.1 – Collection of data disaggregated by gender on participation in research activities and projects .....	p. 8
<b>AREA 4 – INTEGRATION OF THE GENDER DIMENSION INTO RESEARCH AND INNOVATION CONTENT</b>	
4.1 Action 4.1.1 – Integration of the gender dimension in research activities and projects .....	p. 9
<b>AREA 5 – MEASURES AGAINST GENDER-BASED VIOLENCE, INCLUDING SEXUAL HARASSMENT</b>	
5.1 Action 5.1.1 – Training on gender-based violence and harassment.....	p.11
Conclusions and Future Actions.....	p. 12

## INTRODUCTION

The Board of ARIADNE Research Infrastructure AISBL approved its Gender Equality Plan (GEP) for the period 2023–2025 on 4 May 2023.

The present report outlines the activities carried out in 2025 in the framework of the implementation of the GEP, in alignment with the European Commission’s Gender Equality Strategy and the requirements of the Horizon Europe Programme.

Within Horizon Europe, the adoption and implementation of a Gender Equality Plan is a key eligibility criterion for research organisations and a fundamental instrument to promote equality, diversity and inclusion in research and innovation. In this context, ARIADNE RI is committed to integrating gender equality both as an organisational priority and as a cross-cutting principle in its research activities.

The GEP aims to ensure equal opportunities, foster an inclusive working environment and progressively integrate gender considerations into governance, recruitment processes, and research design and implementation.

This report provides an overview of the actions implemented across the five thematic areas of the GEP:

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

For each action, the report presents the activities carried out, the outputs achieved and the main results, contributing to a transparent monitoring process and supporting the continuous improvement of gender equality practices within ARIADNE RI.

Overall, the implementation of the GEP in 2025 confirms ARIADNE RI’s commitment to embedding gender equality as a core component of responsible research and innovation, contributing to more inclusive, high-quality and socially relevant research outcomes in line with Horizon Europe priorities.

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

### Action 1.1.1 – Collection of gender disaggregated data on personnel and collaborations in digital format

#### EXPECTED OUTPUT 2025

Annual collection and analysis of gender-disaggregated data relating to staff and project activities.

#### STATE OF PLAY

✓ Action completed

#### ACTIVITIES CARRIED OUT

In 2025, ARIADNE RI carried out the collection and analysis of gender-disaggregated data related to personnel and project activities.

The data refer to the staff involved in institutional and research projects, including ATRIUM, ECHOES and ARTEMIS, as well as administrative management and Gender Equality Plan activities.

#### OUTPUTS ACHIEVED

The analysis shows that in 2025:

- a total of 24 collaborators were involved in ARIADNE RI activities;
- of these, 13 were women and 11 were men, showing a balanced gender distribution.

In terms of financial allocation:

- a total budget of €222,984.00 was managed;
- €83,849 were allocated to women and €139,136 to men.

#### MONITORING INDICATORS

Collection of gender-disaggregated data ✓

Inclusion of data in internal monitoring ✓

#### RESULTS ACHIEVED

The action contributed to:

- improving the availability of gender-sensitive data;
- strengthening monitoring of gender balance across projects;
- supporting evidence-based decision-making within ARIADNE RI.

### Action 1.2.1 – Adoption of a family-friendly calendar and working hours

#### EXPECTED OUTPUT 2025

Implementation of measures supporting work-life balance for staff and collaborators.

#### STATE OF PLAY

✓ Action completed

#### ACTIVITIES CARRIED OUT

Although ARIADNE RI does not have permanent employees, since 2025 it has engaged two permanent collaborators.

These collaborators carry out their activities with a high degree of autonomy, both on-site at the operational headquarters in Prato and through remote working arrangements.

#### **OUTPUTS ACHIEVED**

The current organisation of work allows:

- flexibility in working time and location;
- improved balance between professional and personal needs;
- efficient coordination of project-related activities.

#### **MONITORING INDICATORS**

Adoption of flexible working arrangements ✓

#### **RESULTS ACHIEVED**

The action contributed to:

- promoting a flexible and inclusive organisational culture;
- supporting work-life balance despite the absence of a traditional employment structure;
- ensuring continuity of activities in a project-based working environment.

### **Action 1.3.1 – Preparation of internal regulations for smart working and the right to disconnect**

#### **EXPECTED OUTPUT 2025**

Implementation of internal regulations supporting smart working and the right to disconnect.

#### **STATE OF PLAY**

✓ Action completed

#### **ACTIVITIES CARRIED OUT**

In 2025, ARIADNE RI implemented the procedures established by the internal regulations on agile working and the right to disconnect, approved by the Board of Directors in 2024.

#### **OUTPUTS ACHIEVED**

The organisation ensured the application of:

- guidelines for smart working arrangements;
- measures safeguarding the right to disconnect;
- procedures regulating remote working conditions.

#### **MONITORING INDICATORS**

Implementation of internal regulations ✓

#### **RESULTS ACHIEVED**

The action contributed to:

- reinforcing work-life balance measures;
- promoting responsible use of digital tools;
- supporting employees and collaborators in managing working time.

### **Action 1.4.1 – Training to contrast stereotypes and prejudices**

#### **EXPECTED OUTPUT 2025**

Delivery of training activities aimed at raising awareness on gender stereotypes and discrimination.

#### **STATE OF PLAY**

✓ Action completed

**ACTIVITIES CARRIED OUT**

In 2025, training activities were delivered by the Gender Equality Responsible of ARIADNE RI. The training involved collaborators and focused on:

- stereotypes, prejudices and discrimination;
- gender stereotypes.

**OUTPUTS ACHIEVED**

The training sessions:

- provided increased awareness on gender-related issues;
- encouraged reflection on unconscious biases;
- supported the development of an inclusive working environment.

**MONITORING INDICATORS**

Training delivered ✓

Participant satisfaction ✓

**RESULTS ACHIEVED**

The action contributed to:

- strengthening awareness of gender equality issues;
- promoting inclusive attitudes within the organisation;
- supporting the prevention of discriminatory behaviours.

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

### **Action 2.1.1 – Preparation of guidelines for a fair gender composition in selection committees**

#### **EXPECTED OUTPUT 2025**

Adoption of internal guidelines to ensure a balanced gender composition in selection committees for recruitment and collaboration procedures.

#### **STATE OF PLAY**

✓ Action completed

#### **ACTIVITIES CARRIED OUT**

In 2025, ARIADNE RI defined and adopted internal guidelines aimed at promoting gender balance in selection committees involved in recruitment and collaboration processes.

These guidelines were developed in line with the principles of equal opportunities and non-discrimination.

#### **OUTPUTS ACHIEVED**

The adopted guidelines establish that:

- except in duly justified cases, at least one third of the members of selection committees shall be women;
- in the case of fractional values, the number is rounded up when the decimal is equal to or greater than 0.5, and rounded down when it is lower than 0.5.

#### **MONITORING INDICATORS**

Adoption of guidelines ✓

Application of gender balance criteria in selection procedures ✓

#### **RESULTS ACHIEVED**

The action contributed to:

- promoting gender balance in decision-making processes;
- ensuring fair representation in recruitment procedures;
- strengthening transparency and equal opportunities within ARIADNE RI governance practices.

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

### **Action 3.1.1 – Collection of data disaggregated by gender on the participation of employees and collaborators in research activities and projects**

#### **EXPECTED OUTPUT 2025**

Annual monitoring of gender-disaggregated data on the participation of staff and collaborators in research activities and projects.

#### **STATE OF PLAY**

✓ Action completed

#### **ACTIVITIES CARRIED OUT**

In 2025, ARIADNE RI carried out the collection and monitoring of gender-disaggregated data related to the participation of staff and collaborators in research activities and projects.

The data include all personnel involved in institutional and project-based activities.

#### **OUTPUTS ACHIEVED**

The data collected for this action are presented in detail in the tables included under Action 1.1.1.

They provide an overview of:

- the distribution of staff by gender across different projects;
- the allocation of resources by gender;
- the overall participation of women and men in ARIADNE RI activities.

#### **MONITORING INDICATORS**

Collection of gender-disaggregated data ✓

Integration of data into internal monitoring systems ✓

#### **RESULTS ACHIEVED**

The action contributed to:

- ensuring transparency in the participation of women and men in research activities;
- supporting the monitoring of gender equality in recruitment and collaboration processes;
- providing a solid evidence base for future actions aimed at improving gender balance.

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

### **Action 4.1.1 – Integration of the gender dimension in research activities and projects**

#### **EXPECTED OUTPUT 2025**

Systematic integration of the gender dimension into research activities, including both the composition of research teams and the consideration of gender aspects in research design, data analysis and dissemination.

#### **STATE OF PLAY**

✓ Action completed

#### **ACTIVITIES CARRIED OUT**

In 2025, ARIADNE RI actively contributed to the implementation of gender equality principles within its research activities through its participation in European projects funded under the Horizon Programme.

In particular, the following projects were considered:

- ATRIUM – Advancing Frontier Research in the Arts and Humanities
- ECHOES – European Cloud for Heritage Open Science
- ARTEMIS – Applying Reactive Twins to Enhance Monument Information Systems

These projects incorporate gender equality as a cross-cutting priority, in line with Horizon Europe requirements.

ARIADNE RI contributed to ensuring that gender considerations were integrated into both organisational and research-related aspects of these projects.

#### **OUTPUTS ACHIEVED**

The implementation of this action resulted in:

- the promotion of gender-balanced research teams, aiming to ensure equitable participation of women and men across project activities;
- the integration of gender considerations in research design, including awareness of potential biases in data collection and interpretation;
- the application of gender-sensitive approaches in data analysis, particularly in relation to user needs and access to research infrastructures;
- the inclusion of gender equality principles within project governance, dissemination and stakeholder engagement activities.

In particular, the ARTEMIS project includes a specific analysis of user needs from a gender perspective, demonstrating a concrete application of gender-aware methodologies within research processes.

#### **MONITORING INDICATORS**

Integration of gender equality principles in research projects ✓

Consideration of gender aspects in research design and data analysis ✓

Promotion of gender balance in research teams ✓

#### **RESULTS ACHIEVED**

The action significantly contributed to:

- strengthening the integration of the gender dimension into research and innovation activities;
- aligning ARIADNE RI practices with Horizon Europe requirements on gender equality;
- promoting more inclusive and bias-aware research methodologies;

- enhancing the quality and societal relevance of research outcomes through the consideration of gender perspectives.

Overall, the action reflects a progressive shift from a focus on gender balance towards a more comprehensive integration of gender considerations within research content and processes.

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

### **Action 5.1.1 – Training on gender-based violence and harassment**

#### **EXPECTED OUTPUT 2025**

Delivery of training activities aimed at raising awareness on gender-based violence and harassment.

#### **STATE OF PLAY**

✓ Action completed

#### **ACTIVITIES CARRIED OUT**

In 2025, training activities were delivered within the framework of the Gender Equality Plan.

These sessions addressed topics related to gender-based violence and harassment, as part of the broader training activities on gender equality.

#### **OUTPUTS ACHIEVED**

The training activities:

- provided participants with increased awareness of issues related to gender-based violence and harassment;
- encouraged discussion and reflection on these topics;
- contributed to the development of a respectful and inclusive working environment.

#### **MONITORING INDICATORS**

Training delivered ✓

Participant engagement ✓

#### **RESULTS ACHIEVED**

The action contributed to:

- raising awareness of gender-based violence and harassment;
- promoting a culture of respect and inclusion within ARIADNE RI;
- supporting the prevention of inappropriate behaviours in the workplace.

## CONCLUSIONS AND FUTURE ACTIONS

The implementation of the Gender Equality Plan in 2025 confirms ARIADNE RI's ongoing commitment to promoting gender equality across both organisational practices and research activities.

Overall, the actions carried out during the year have contributed to:

- strengthening the collection and use of gender-disaggregated data;
- promoting flexible and inclusive working arrangements;
- supporting awareness-raising on gender equality issues;
- fostering gender balance in decision-making processes;
- integrating gender considerations into research activities, in line with Horizon Europe principles.

Particular progress has been achieved in the integration of the gender dimension within research projects, where gender equality is increasingly addressed not only in terms of team composition, but also in research design, data analysis and dissemination activities.

At the same time, the implementation of the GEP has highlighted the importance of continuing to develop structured actions, particularly in relation to training activities, governance processes and the consolidation of gender equality practices across all areas of activity.

Looking ahead, ARIADNE RI will continue to:

- monitor gender-disaggregated data on staff and project activities;
- promote gender balance in governance and research teams;
- further integrate gender considerations into research content and methodologies;
- strengthen awareness and training activities on gender equality and inclusion.

Through these actions, ARIADNE RI aims to further consolidate its alignment with Horizon Europe requirements and to contribute to the development of a more inclusive, equitable and socially responsible research environment.

### **GEP TEAM**

Cristina Pugi  
Julian Richards  
Franco Niccolucci

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