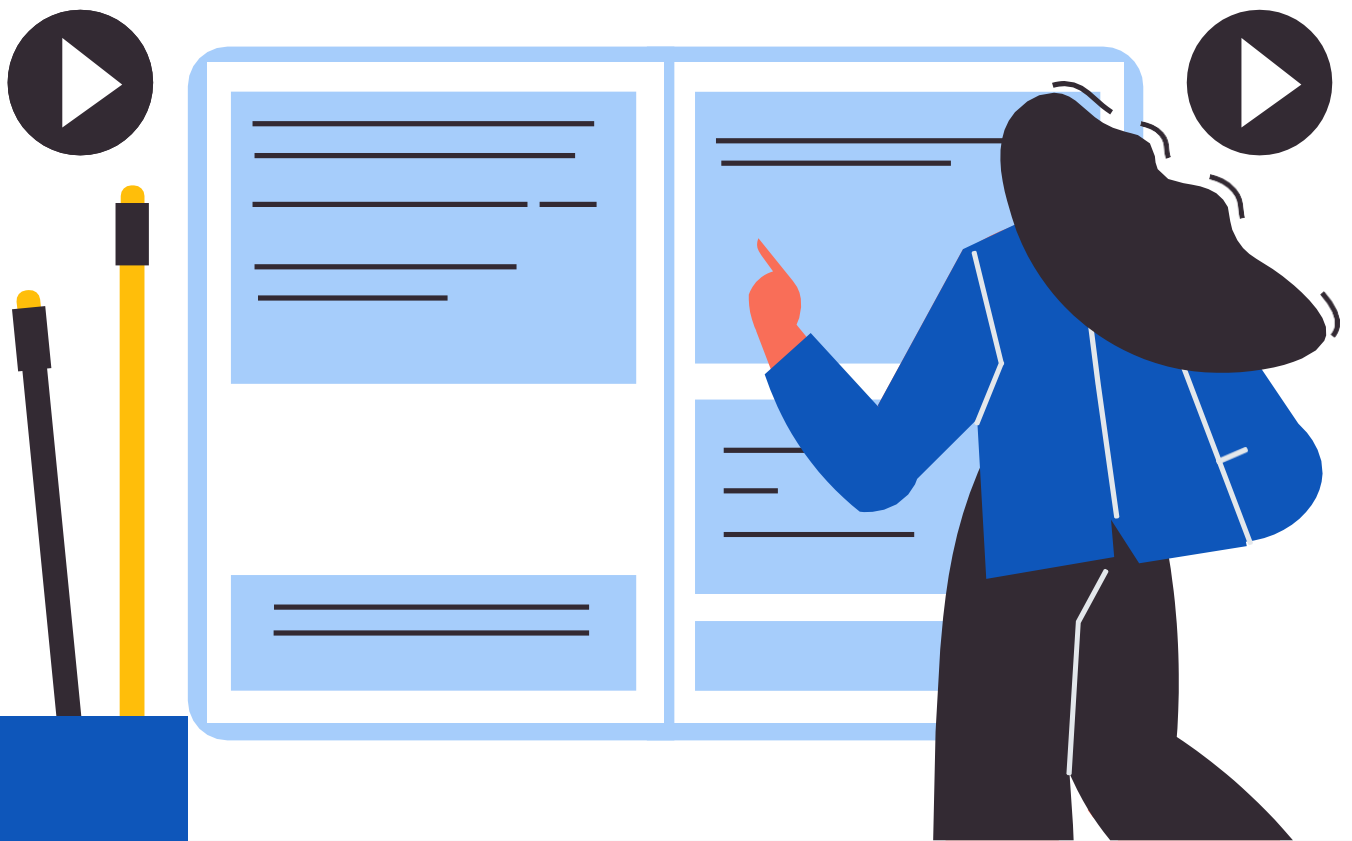


# BUDGET IT

## D.2.4 E-booklet on Inclusive Gender+ Equality Plans



## D.2.4 | E-booklet on Inclusive Gender+ Equality Plans

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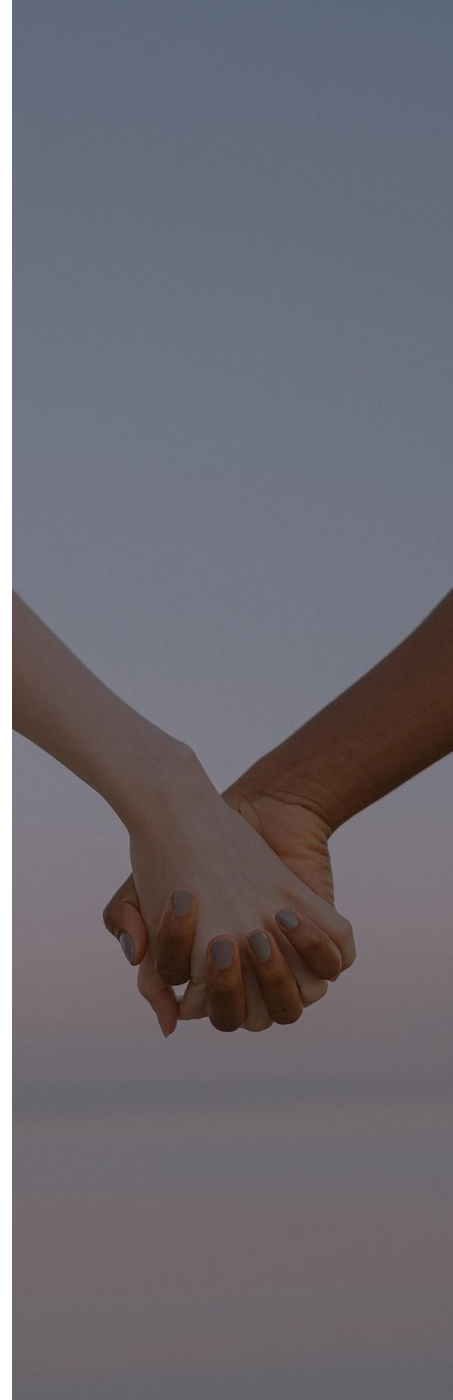
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*This e-booklet outlines the importance of using equality plans in today's society as a quest for gender equality. It will also underscore the urgent need to adopt new methodologies to analyze and adapt these plans to the demands of modern society. The Gender + perspective emerges as the most appropriate approach to address current complexities, with gender intersections playing an indispensable role in this landscape*

**Definition: Gender+ is a concept that acknowledges that there are a myriad of genders and gender expressions. This concept also recognizes that gender intersects and is constructed in and through other social identities such as class, race, sexual orientation, disability, nationality to name a few. <https://eige.europa.eu/gender-mainstreaming/methods-tools/gender-budgeting>**

# 1. INTRODUCTION

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In the pursuit of a more equitable and just society, gender + equality emerges as a fundamental principle that seeks to ensure equitable opportunities and rights for all individuals, regardless of their gender identity and other characteristics. This notion is framed within the recognition that diversity is an intrinsic value and inclusion is a necessity for social and economic progress. In this context, gender + equality plans emerge as essential instruments for promoting equity in workplace environments, both in the public and private sectors.

This electronic booklet is presented as a vital tool within the European project BUDGET-IT, whose mission transcends the boundaries of traditional gender equality to embrace gender + budgeting. This approach not only incorporates gender perspective in its broadest sense but also addresses issues of intersectionality that recognize that gender is constructed in and through other social identities such as race, class, sexual orientation, religion among others. Energy Research & Social Science. (2023). Social intersections are: *"the interaction between gender, race, and other categories of difference in individual lives, social practices, institutional arrangements, and cultural ideologies and the outcomes of these interactions in terms of power"* (Energy Research & Social Science, 2023). A gender intersection occurs when gender identities intersect with other dimensions of identity, such as race or sexual orientation, thus affecting individual experiences and available opportunities. Gender intersections may represent a double discrimination factor, as individuals may face discrimination not only based on their gender but also due to other identities intersecting with it, such as race, social class, or sexual orientation.

Gender + equality is not a static state but a constantly evolving process that requires continuous commitment and deliberate actions to address the entrenched inequalities in our institutions and societies. Furthermore, the importance of gender + intersections for any action seeking equality for all components of an institution is understood.



## 2. EQUALITY PLANS

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In today's society, equality represents a symbol of evolution and progress in modern societies. It is essential to understand that human beings, by nature, tend to form groups and seek their well-being within them. In this context, institutions, as the largest groups in contemporary societies, play a crucial role in promoting and actively seeking equality. Equality plans, in this regard, emerge as fundamental tools for this purpose. Essentially, the European Commission defined GEPs as: *“a set of commitments and actions that aim to promote gender equality in an organization through a process of structural change.”* (EIGE, 2024). Its goal is to identify and address inequalities in areas such as access to employment, professional advancement, training, and work-life balance.

Through these plans, institutions can move towards more inclusive and equitable work environments, where all individuals have the opportunity to fully develop and contribute to the organization's success.

Over the past 15 years, equality plans have played a crucial role as an indispensable tool in achieving unprecedented levels of gender equality in modern society. Representing a significant milestone, these plans marked the first time that both public administrations and private entities collaborated seriously in promoting gender equality. However, today, spatiotemporal parameters have undergone significant changes due to societal progress, highlighting the need to enhance these traditional equality plans.

It is essential to ensure that these plans evolve to effectively fulfill their main objectives, adapting to the new realities and challenges facing society regarding gender equality. With the implementation of Horizon Europe in 2021, a pivotal criterion for eligibility was introduced to bolster gender equality as a pervasive priority: organizations vying for Horizon Europe funds must possess a gender equality plan (GEP). This criterion applies universally to all facets of Horizon Europe for calls with deadlines beyond 2022. The requisite entities encompass public bodies, including research funding entities and national ministries, as well as higher education institutions and research organizations, both public and private, established in EU Member States or associated countries.

The GEP, as outlined in the Horizon Europe work program, mandates four fundamental procedural prerequisites: the GEP must be a publicly available document, endorsed by senior management and actively disseminated within the organization; it must allocate dedicated resources and expertise to gender equality; it must incorporate data collection and monitoring, involving the analysis of sex-disaggregated personnel data with annual progress reporting; and it must encompass gender equality awareness and training initiatives, addressing unconscious gender biases.

Additionally, five recommended content-related requirements are suggested, encompassing areas such as work-life balance, gender balance in leadership, recruitment and career progression equality, integration of gender dimensions into research and teaching, and measures against gender-based violence and sexual harassment. For comprehensive details on content requirements, organizations are directed to the Gender Equality in Academia and Research (GEAR) Action Toolbox. Further information on GEPs in Horizon Europe, including FAQs and guidance, is available for reference. (European Commission Decision C (2021)1940 of 31 March 2021).

This involves constant review and updating of the strategies and approaches used, as well as the incorporation of innovative methods and technological tools to enhance their effectiveness and relevance in the current context. Through these improvements, it is ensured that equality plans continue to be effective instruments for driving positive change and promoting a fairer and more inclusive society for all.

### 3. EQUALITY PLAN WITH GENDER+ PERSPECTIVE

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The implementation of equality plans is essential to promote equal opportunities and non-discrimination in the workplace. These plans enable the identification and addressing of existing inequalities in areas such as access to employment, professional advancement, training, and work-life balance. Moreover, equality plans contribute to creating more inclusive and diversified work environments, benefiting both organizations and their employees.

However, it is important for these plans to go beyond traditional gender equality and adopt a gender+ perspective. This means that we have chosen to employ the term gender+ to indicate that gender itself is often fluid and, at the same time, constructed through intersecting inequalities. By including this perspective in equality plans, it ensures that all individuals, regardless of their identity or situation, have the same opportunities and rights in the workplace.

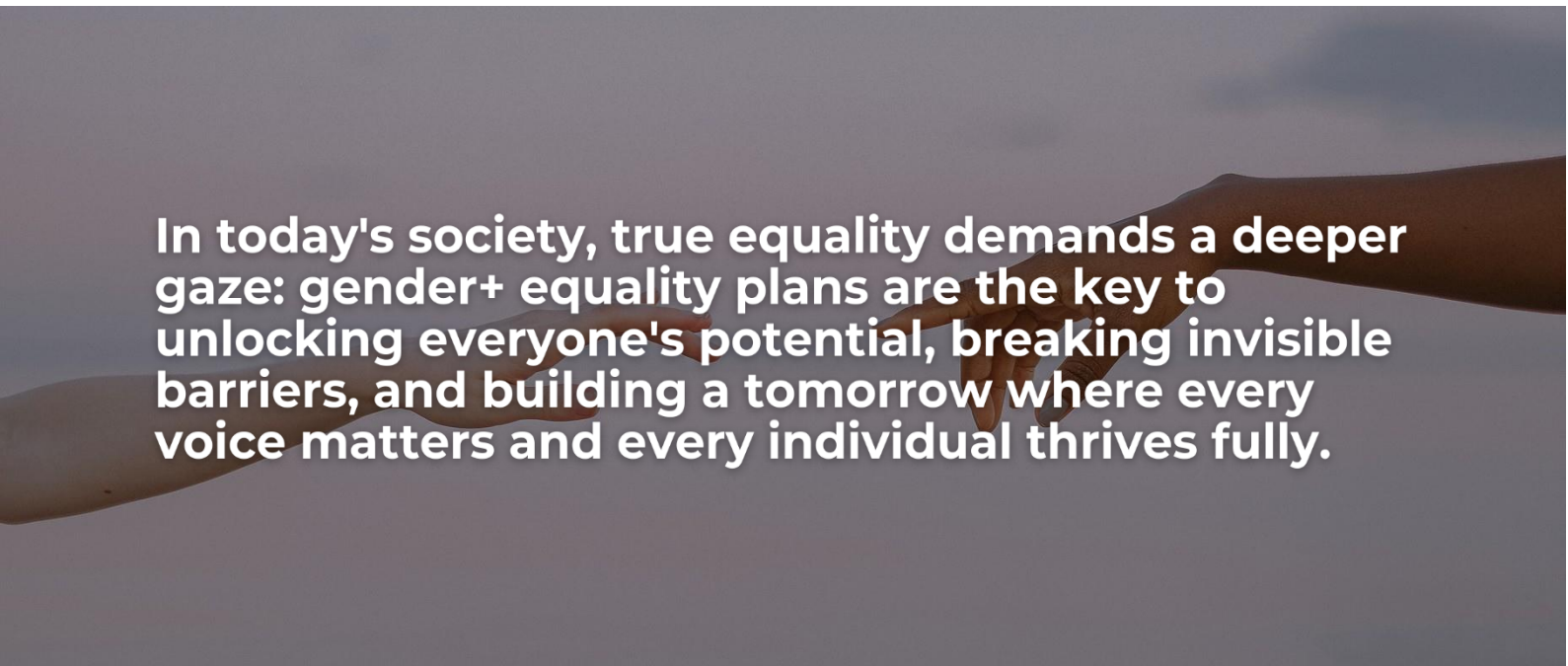
The development and implementation of gender + equality plans stand as a fundamental pillar in the fight for equal opportunities and the eradication of discrimination in workplace settings. These plans not only identify and address inequalities present in crucial areas such as access to employment, professional advancement, training, and work-life balance, but also contribute to the creation of inclusive and diverse work environments, benefiting both organizations and their employees.

It is imperative to understand that gender + equality cannot be conceived in isolation but must be integrated into a broader context of human diversity. Therefore, gender + equality plans must adopt a comprehensive perspective that takes into account gender + intersections with other identities and categories, such as sexual orientation, ethnicity, age, disability, and social class. By doing so, various forms of discrimination are addressed, and a work environment is promoted where all individuals feel valued and respected.

Gender + equality plans must be dynamic and adaptable, reflecting the evolving needs and concerns of employees, as well as changes in the social and legal environment. Additionally, they must be supported by organizational policies and practices that foster equality in all facets of work life. Only then can we move towards a fairer and more inclusive society, where all individuals have the opportunity to reach their full potential, regardless of their gender or other characteristics.

## **Key Elements for Implementing an Equality Plan in Institutions**

- Identify and address inequalities in crucial areas such as access to employment and professional advancement.
- Contribute to the creation of inclusive and diverse work environments.
- Promote an environment where all individuals feel valued and respected.
- Adapt to the changing needs of employees and the social and legal environment.
- Be supported by organizational policies and practices that foster equality

A photograph of two hands shaking against a cloudy sky background. The hands are positioned in the lower right quadrant of the page, with the fingers interlaced in a firm grip. The lighting is soft, highlighting the texture of the skin and the shadows of the fingers.

**In today's society, true equality demands a deeper gaze: gender+ equality plans are the key to unlocking everyone's potential, breaking invisible barriers, and building a tomorrow where every voice matters and every individual thrives fully.**



## 4. STEPS AND PHASES TO DEVELOP AN EQUALITY PLAN WITH GENDER+ PERSPECTIVE

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In this section, we will delve into the process of developing a gender + equality plan within institutions, following a phased approach. From the initial diagnosis to the implementation and evaluation of actions, we will explore how to address gender inequalities and other forms of discrimination. This step-by-step approach not only provides a clear framework for action but also allows for adaptation to the specific needs of each organization, thus ensuring an inclusive and results-oriented process.

### 1. Diagnosis of the Current Situation:

The first step in developing an equality plan with a gender+ perspective is to conduct a thorough diagnosis of the organization's current situation. This gender analysis should identify existing inequalities and gaps within the organization, as well as the needs and concerns of the different groups that compose it. To do this, gender-disaggregated data and intersectional data such as age, ethnicity, or disability should be collected and analyzed. Additionally, consultations and interviews with employees should be conducted to understand their experiences and perceptions. Templates for intersectional data collection are available at: <https://budget-it.eu/deliverable/>.

The objective of this diagnosis is to provide a clear and accurate picture of the gender equality situation within the organization, identifying areas for improvement and intervention opportunities. This will establish a solid foundation for the development of the equality plan, ensuring that the proposed actions are relevant and effective in promoting equality and inclusion in the workplace.

*Example: During the gender analysis phase, it was revealed that there is a significant gender pay gap within the organization. Additionally, the analysis showed that women are underrepresented in leadership positions, particularly at the managerial level. Furthermore, consultations with employees highlighted concerns about the lack of support for work-life balance, especially for working parents. These findings provide a comprehensive understanding of the existing inequalities and concerns within the organization.*

## 2. Definition of Objectives:

Once the diagnosis of the current situation is completed, the next step is to define the objectives of the equality plan. These objectives should be clear, specific, measurable, achievable, and relevant, reflecting the needs and realities of all groups within the organization. Objectives can cover various areas such as employment access, professional promotion, work-life balance, prevention of harassment and discrimination, and promotion of diversity and inclusion. As detailed in the latest update on Gender Equality: A Reinforced Commitment in Horizon Europe, starting from calls with deadlines in 2022, having a Gender Equality Plan (GEP) will be an eligibility criterion for all public bodies, higher education institutions, and research organizations in EU Member States and associated countries wishing to participate in Horizon Europe. According to the General Annexes of the Horizon Europe Work Programme 2021-2022, to meet the eligibility criterion, a GEP must adhere to four mandatory process-related requirements or "basic elements":

1. Being a publicly available document signed by top management.
2. Allocating dedicated resources for design, implementation, and monitoring, including funding for specific positions such as Gender Equality Officers or Gender Equality Teams, as well as reserved work time for academic, managerial, and administrative staff.
3. Incorporating provisions for data collection and monitoring, including the analysis of sex-disaggregated data across all personnel categories, with annual reporting.
4. Being supported by gender equality training and capacity development, addressing unconscious gender biases and potentially including competency development, dedicated working groups, and awareness-raising workshops and activities (European Commission, n.d.).

It is essential to involve different groups within the organization in defining the objectives of the equality plan, ensuring that they reflect their concerns and aspirations. This will guarantee greater commitment and ownership of the plan by employees, as well as a higher likelihood of success in its implementation (European Commission, n.d.).

*Example: Based on the findings from the gender analysis, the organization sets clear objectives for its equality plan. One objective is to reduce the gender pay gap by 20% within the next two years by implementing transparent salary structures and conducting regular pay audits. Another objective is to increase the representation of women in leadership positions by 25% over the same period through targeted leadership development programs and mentorship initiatives. Additionally, the organization aims to improve work-life balance by introducing flexible working arrangements and childcare support services.*

### 3. Action Planning:

Once the objectives of the equality plan are established, the next step is to design specific actions to achieve them. These measures should be tailored to the needs identified in the diagnosis and aimed at effectively addressing inequalities and promoting inclusion in the workplace.

Actions may include implementing specific policies and procedures, conducting awareness and training programs, creating working groups or equality committees, introducing work-life balance measures, and promoting diversity and inclusion in all areas of the organization. It is important to allocate adequate resources and establish clear responsibilities for each action, as well as ensuring the participation and commitment of all members of the organization in their implementation.

*Example: To address the identified issues, the organization develops specific actions as part of its equality plan. These actions include implementing a salary review process to ensure pay equity, establishing leadership training programs tailored to women's needs, and creating a childcare subsidy program for working parents. Additionally, the organization introduces flexible work hours and telecommuting options to promote better work-life balance for all employees. These actions are designed to target the root causes of inequality and promote a more inclusive workplace culture.*

### 4. Implementation:

Once the actions of the equality plan have been designed, it is essential to proceed with implementation. This involves executing the planned actions according to the established schedule, allocating necessary resources, and assigning corresponding responsibilities to different members of the organization.

During this phase, it is crucial to ensure the participation and commitment of as many stakeholders as possible in the implementation of the plan. This may involve creating workgroups or teams dedicated to executing the actions, conducting training and awareness sessions for all employees, and promoting an organizational culture that values equality and inclusion.

It is also important to establish monitoring and control mechanisms to track the progress of implementation and make adjustments as necessary. This may include appointing a monitoring committee responsible for overseeing the progress of the plan, conducting periodic evaluations to measure the impact of implemented actions, and collecting data and evidence to assess the success of the plan in promoting equality and inclusion in the workplace.

*Example: With the action plan in place, the organization begins implementing the identified measures. Human resources department leads the salary review process, working closely with finance to ensure fairness and transparency in compensation practices. The leadership development programs are rolled out, with senior managers serving as mentors to aspiring female leaders. Meanwhile, the childcare subsidy program is launched, providing financial assistance to employees with children. The flexible work arrangements are communicated to all staff, and managers receive training on how to support their teams in adopting these new practices.*

## 5. Monitoring and Evaluation:

Once the actions of the equality plan have been implemented, it is essential to conduct continuous monitoring and evaluation to measure their impact and effectiveness. This involves monitoring the progress of implemented actions, collecting relevant data and evidence on their impact, and identifying areas for improvement and potential adjustments.

During this phase, it is important to involve all groups within the organization in the evaluation process, ensuring that their experiences and perspectives are taken into account. This may involve conducting satisfaction and workplace climate surveys, organizing focus groups or interviews with employees, and collecting data on key indicators of equality and diversity. The goal of this phase is to identify achievements, as well as areas that require further attention or adjustments. This will allow for continuous improvements to the equality plan and ensure its relevance and effectiveness over time.

Real-time data input in a dedicated program or app is vital for swift analysis and decision-making. It enables immediate access to crucial information, fostering quick responses to emerging trends and enhancing organizational efficiency.

*Example: Throughout the implementation phase, the organization monitors progress and evaluates the impact of its actions. Regular feedback sessions are held with employees to assess their satisfaction with the implemented measures and identify any areas for improvement. Key performance indicators, such as the gender pay gap and the representation of women in leadership roles, are tracked over time to measure the effectiveness of the equality plan. Based on the evaluation findings, adjustments are made to the action plan to ensure it remains aligned with the organization's goals.*

## **6. Adjustments and Improvements:**

Based on the results obtained during the monitoring and evaluation phase, it is necessary to make adjustments and improvements to the equality plan. This involves analyzing the collected data, identifying areas for improvement, and taking corrective actions as necessary to ensure that the plan remains relevant and effective in promoting equality and inclusion in the workplace.

Adjustments and improvements may include modifying existing actions, incorporating new measures, reallocating resources, or responsibilities, and reviewing the objectives and goals of the plan. It is important to involve all groups within the organization in this process, ensuring that their opinions and suggestions are considered to enhance the plan.

*Example: As the organization continues to monitor progress and evaluate results, it identifies areas where adjustments are needed. For instance, it may find that the salary review process needs to be more transparent to build trust among employees. Additionally, feedback from employees reveals that the childcare subsidy program needs to be expanded to cover a wider range of childcare expenses. Based on this feedback, the organization makes the necessary adjustments to improve the effectiveness of its equality plan and address emerging needs.*

## 7. Continuity and Review:

Promoting equality and inclusion in the workplace is an ongoing process that requires constant commitment from the organization. Therefore, it is essential to periodically review the equality plan to ensure its relevance and effectiveness in the long term.

This periodic review may involve conducting annual or biennial evaluations to analyze progress made, identify new areas of focus, and establish new goals for the future. Additionally, it is important to ensure that the equality plan is integrated into the organizational culture and becomes an integral part of the organization's policies and practices in the long run.

By maintaining a constant commitment to equality and inclusion, and periodically reviewing the equality plan to ensure its relevance and effectiveness over time, organizations can ensure that they continue to progress towards fairer, more equitable, and respectful work environments for all their employees.

*Example: The organization recognizes that promoting equality and inclusion is an ongoing process that requires sustained effort. Therefore, it commits to regularly reviewing and updating its equality plan to ensure its relevance and effectiveness over time. An annual review process is established to assess progress, identify new challenges, and set new objectives for the coming year. By maintaining a continuous commitment to equality and inclusion, the organization aims to create a workplace where all employees feel valued and empowered to succeed, regardless of gender or other characteristics.*



## 5. GENDER+ EQUALITY AND GENDER+ INTERSECTIONS: A COMPREHENSIVE APPROACH

Conducting a thorough preliminary diagnosis is crucial for any gender + equality process, as it lays the groundwork for understanding the specific needs and challenges faced by different groups within an organization. However, beyond assessing gender + inequalities in isolation, it is imperative to analyze, detect, and incorporate gender + intersections as well. The latter are essential for a holistic understanding of the present inequities, ensuring that the strategies and policies designed are inclusive and effective for all individuals, leaving no one behind.

### Importance of Detecting Gender + Intersections in Diagnosis

Gender + intersections play a fundamental role in understanding and addressing gender inequality in institutions. In gender equality diagnosis, it is essential to incorporate the detection of these intersections to obtain a more comprehensive and accurate picture of the inequities faced by different groups within the organization.

#### 1. What are Gender + Intersections?

Gender + intersections represent a complex framework that acknowledges the interplay between gender identity and various other facets of identity and social categorizations. These intersections go beyond a singular understanding of gender and recognize the multifaceted nature of individuals' experiences within society.

In essence, gender + intersections highlight the convergence of gender identity with other intersecting factors such as sexual orientation, ethnicity, age, disability, social class, and more. Rather than viewing gender in isolation, this concept emphasizes the interconnectedness of different dimensions of identity and the ways in which they shape individuals' lived realities.

For instance, a person's experience of gender discrimination may be compounded by factors such as their sexual orientation, ethnicity, or socioeconomic status. Similarly, the impact of gender-based inequalities may vary depending on intersecting identities, leading to unique challenges and experiences for different groups of individuals. Intersectionality also recognizes that differences exist within gender groups as well.



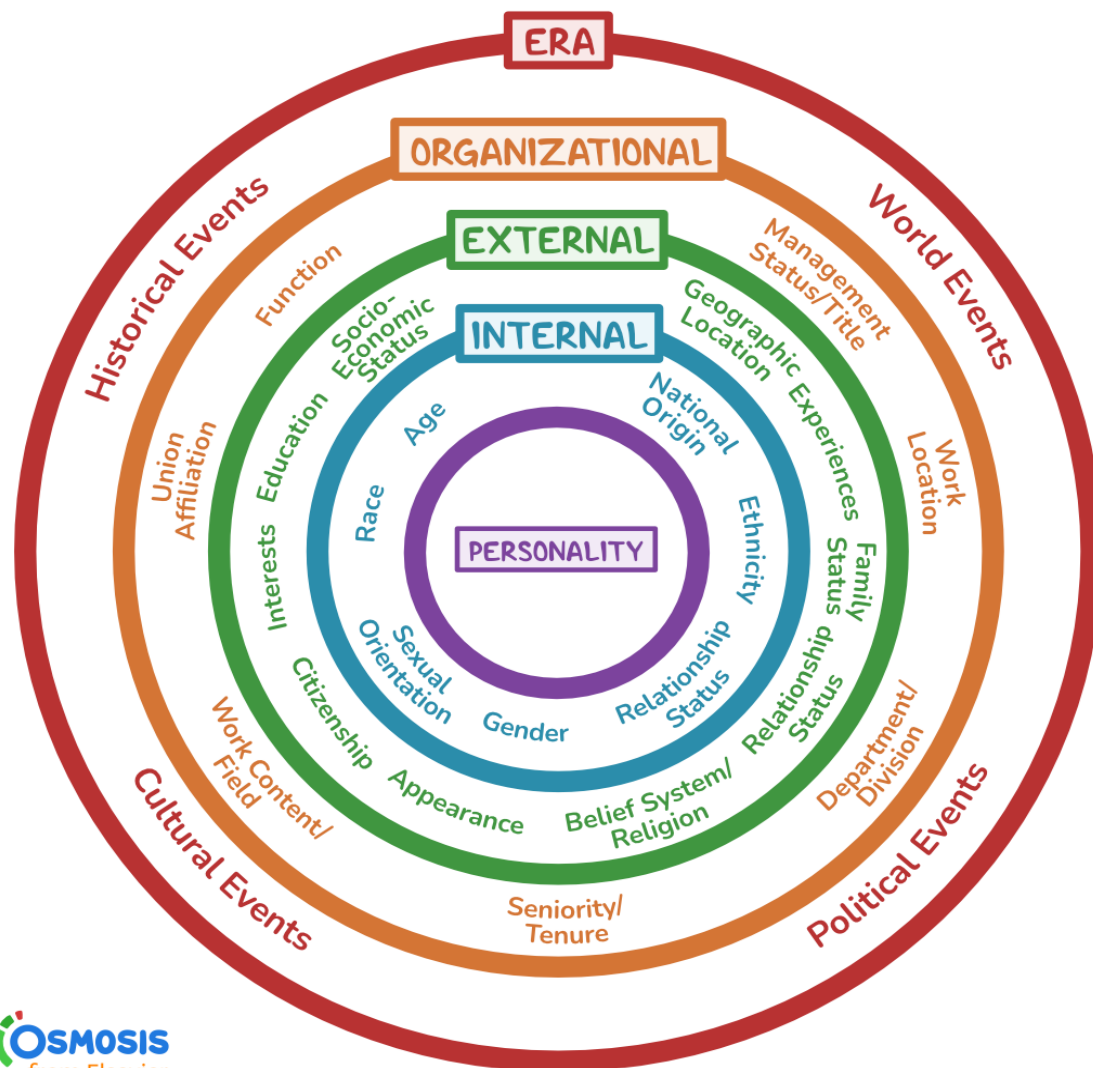


Figure 1 <https://www.osmosis.org/blog/2023/08/22/what-is-intersectional-healthcare-and-why-is-it-important>

By recognizing the complexity of gender + intersections, we gain a deeper understanding of the diverse forms of discrimination and inequality that individuals may face. This nuanced perspective allows for more inclusive and effective approaches to addressing systemic barriers and promoting equality across various dimensions of identity.



## 2. Importance of Incorporating Gender + Intersections in Equality Diagnostics for Equality Plans or Gender + Budgeting

Gender + intersections represent a fundamental approach to understanding and addressing the various forms of discrimination and inequality faced by individuals in the workplace and beyond. Incorporating these intersections into equality diagnostics is crucial for the effective development of equality plans and the implementation of gender + budgets. Below is a detailed exploration of the importance of this integration:

- 1. Inclusion of Diverse Experiences:** By recognizing gender + intersections, equality diagnostics include the diverse and unique experiences of discrimination and inequality faced by different groups of people. This ensures that equality plans and gender + budgets address the specific needs of each individual, thus promoting greater inclusion and equity in the organization.
- 2. Holistic Analysis of Barriers:** By considering gender + intersections, equality diagnostics allow for a more comprehensive and holistic analysis of the barriers to equal opportunities in the workplace. This includes identifying factors such as sexual orientation, ethnicity, age, and disability, which may interact with gender to generate discrimination and inequality.
- 3. Design of Effective Strategies:** By understanding how different identities and categories intersect to influence experiences of discrimination, equality plans and gender + budgets can design more effective and targeted strategies. This involves developing policies and programs that specifically address the needs of marginalized groups and promote inclusion and equity at all levels of the organization.
- 4. Optimization of Resources:** Incorporating gender + intersections in equality diagnostics enables a more efficient and effective allocation of resources. By identifying areas of greatest need and the most vulnerable groups, equality plans and gender + budgets can direct financial and human resources where they will have the greatest impact on promoting gender equality and inclusion.
- 5. Legal Compliance and Social Responsibility:** Recognizing and addressing gender + intersections is essential not only for compliance with anti-discrimination laws but also reflects the organization's commitment to social responsibility and equity. By developing equality plans and gender + budgets that consider these intersections, organizations demonstrate their commitment to creating fair, inclusive, and discrimination-free workplaces for all employees.

Incorporating gender + intersections into equality diagnostics for equality plans and gender + budgets is essential to ensure that organizational policies and practices are equitable, inclusive, and effective in promoting gender equality and diversity in the workplace.

### 3. How are Gender + Intersections Detected?

Gender + intersections are identified using a variety of tools and methods that allow for understanding of how different identities and categories intersect to generate unique experiences of discrimination and inequality. These tools can be divided into quantitative and qualitative methods.

#### A) Quantitative Tools

1. **Data Analysis:** Analyzing data disaggregated by variables such as gender, age, ethnicity, sexual orientation, among others, allows identifying patterns and trends that reveal multiple and overlapping inequalities.
2. **Employee Surveys:** Surveys of employees provide quantitative information about their experiences and perceptions regarding various forms of discrimination and inequality in the workplace.
3. **External Audit:** Conducting an external audit can help identify gender gaps and other forms of discrimination in organizational policies, practices, and processes through data and document review.

#### B) Qualitative Tools

1. **Focus Groups with Employees:** Focus groups facilitate in-depth discussion on gender equality and other forms of discrimination, allowing for capturing diverse perspectives and experiences.
2. **Semi-Structured In-Depth Interviews:** In-depth interviews with employees provide the opportunity to explore individual experiences in detail, allowing understanding of how different identities and categories intersect.
3. **Life History of Key Individuals in the Organization:** Analyzing the life history of key individuals in the organization, especially those in leadership or influential positions, can reveal how personal experiences have been shaped by various identities and categories.
4. **Participant Observation:** Participant observation involves immersing oneself in the organization's daily life to directly observe gender dynamics and other forms of discrimination in action, allowing for a deeper understanding of gender + intersections in the workplace.

By using these tools complementarily, organizations can gain a more comprehensive understanding of gender + intersections and design effective strategies to promote equality and inclusion in the workplace.

***\* Next, in order to better understand what a gender + intersection is and how to analyze it, seven examples of gender + intersections in institutions within the public and private sectors are presented:***

**1. Transgender Employees with Disabilities:** Transgender employees who also have a disability may face unique challenges in the workplace due to gender and disability discrimination.

**2. Older Women with Non-Normative Sexual Orientation:** Older women with a non-normative sexual orientation may face age and sexual orientation-based discrimination, which can affect their access to job opportunities and their identity perception in the workplace.

**3. Low-Income Immigrant Men:** Immigrant men belonging to low-income communities may struggle to access decent and fairly paid jobs due to their gender, ethnic background, and economic situation.

**4. Non-Binary Individuals from Ethnic Minorities:** Non-binary individuals from ethnic minorities may experience multiple discrimination based on their gender and ethnicity, which can influence their involvement in the workplace and their career advancement.

**5. Single Mothers with Disabled Children:** Single mothers raising children with disabilities may encounter additional challenges in balancing work and personal life, as they must face gender discrimination and barriers associated with raising a disabled child.

**6. Transgender Men from Ethnic Minorities:** Transgender men belonging to ethnic minorities may undergo dual discrimination in the workplace, based on their gender and ethnic origin, which can limit their job opportunities and professional growth.

**7. Pregnant Women in Executive Positions:** Pregnant women in executive positions may face discrimination based on their gender and pregnancy status, which can affect their perception of leadership and their involvement in organizational decisions.

## 4. Purpose and Meaning

Detecting gender + intersections in diagnostics serves an essential purpose: to understand how different forms of discrimination and oppression intersect, and how they uniquely affect everyone within the organization. This profound understanding is crucial for addressing the complex realities that individuals face in the workplace and beyond. Here is a more detailed explanation of the purpose and meaning of this process:

**1. Understanding Diversity of Experiences:** Gender + intersections reveal the diversity of experiences individuals face due to the intersection of their gender identity with other characteristics such as sexual orientation, ethnicity, or disability. This allows us to appreciate the multiplicity of challenges and barriers people face in the workplace and society at large.

**2. Identifying Specific Needs:** By recognizing gender + intersections, we can identify the specific needs of marginalized and underrepresented groups within the organization. This includes understanding how discrimination and oppression manifest uniquely for different groups and how these experiences may influence their well-being and performance at work.

**3. Designing Inclusive Strategies:** Detecting gender + intersections provides the foundation for designing inclusive strategies that address the concerns and challenges specific to each group. By understanding the complexities of individual experiences, we can develop policies, programs, and practices that promote equal opportunities and inclusion for all employees, regardless of their identity or personal characteristics.

**4. Fostering an Equitable Work Environment:** By addressing gender + intersections in diagnostics, a more equitable and respectful work environment is promoted. This contributes to creating an organizational culture that values diversity, recognizes diverse experiences and perspectives, and actively commits to removing barriers that hinder the full development and participation of all employees.

In summary, the purpose and meaning of detecting gender + intersections in diagnostics lies in understanding the complexity of individual experiences and designing inclusive strategies that promote equality and justice in the workplace. This comprehensive approach is essential for creating work environments where all employees feel valued, respected, and empowered to reach their full potential.

## 6. TIPS FOR CREATING A GENDER+ PERSPECTIVE EQUALITY PLAN

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Detecting gender intersections in a focus group involves creating an inclusive environment where participants share related experiences. It is crucial to select representative participants from all areas and levels within the institution to ensure an equitable sample. Initially exposing the project in general and defining what a gender intersection is through a PowerPoint presentation helps establish a common understanding of the topic.

This presentation should address all aspects of the concept, including how various identities such as gender, race, sexual orientation, etc., interact, and how these intersections affect people's work experiences. Careful participant selection and clear exposure of the topic are essential for meaningful discussion and identifying gender intersections within the institution.

### TIPS for Making a Gender + Equality Plan

#### 1. Diagnosis and Assessment

Conducting a thorough diagnosis and assessment involves more than just collecting data; it requires a deep understanding of the institutional culture, policies, and practices. This phase may include analyzing demographic data to identify gender disparities in areas such as hiring, promotions, and pay. Additionally, qualitative methods like focus groups or interviews can provide insights into the experiences and perceptions of employees regarding gender equality. For example, a company may discover through employee interviews that women are often overlooked for leadership positions due to unconscious bias in the promotion process.

#### 2. Identification of Objectives

Identifying clear and measurable objectives is essential for guiding the gender + equality plan. Objectives should address the specific challenges identified during the diagnosis phase and align with the organization's overall goals and values. For instance, an objective could be to increase the percentage of women in technical roles by 20% within the next three years, reflecting the organization's commitment to gender diversity and equity.

### **3. Development of Strategies**

Once objectives are established, the institution must develop strategies to achieve them effectively. These strategies may include implementing mentorship programs to support women's career advancement, establishing flexible work arrangements to promote work-life balance, or conducting unconscious bias training for hiring managers. For example, a strategy to address the gender pay gap could involve conducting regular pay equity audits and adjusting compensation practices accordingly.

### **4. Resource Allocation**

Adequate resources, both financial and human, are necessary to implement the gender + equality plan successfully. This may involve reallocating existing resources or securing additional funding to support initiatives such as training programs, diversity initiatives, or policy development. For instance, an organization may allocate funds to hire a diversity and inclusion specialist to oversee the implementation of the plan and ensure its effectiveness.

### **5. Stakeholder Engagement**

Engaging stakeholders at all levels of the organization is critical for the success of the gender + equality plan. This includes employees, managers, senior leadership, as well as external partners and community organizations. Stakeholder engagement ensures that diverse perspectives are considered in the development and implementation of initiatives, fostering buy-in and support for the plan. For example, an organization may form a gender equality task force comprising representatives from different departments to collaborate on plan development and implementation.

### **6. Implementation**

Effective implementation of the gender + equality plan requires clear communication, training, and ongoing support. This may involve launching awareness campaigns to educate employees about the importance of gender equality, providing training on topics such as unconscious bias, and establishing support networks for employees from underrepresented groups. For instance, an organization may offer leadership development programs specifically tailored to women to help them advance in their careers.

## **7. Monitoring and Evaluation**

Regular monitoring and evaluation are essential to track progress toward objectives and identify areas for improvement. This may involve collecting and analyzing data on key performance indicators, conducting employee surveys or focus groups, and soliciting feedback from stakeholders. For example, an organization may track metrics such as the representation of women in leadership positions, employee satisfaction with diversity and inclusion initiatives, and the success of mentorship programs.

## **8. Revision and Adaptation**

As circumstances change, the gender + equality plan must be flexible and adaptive. This requires regular review and revision to ensure that it remains relevant and effective. For instance, if an organization finds that its mentorship program is not achieving its intended outcomes, it may revise the program structure or implement additional support mechanisms.

## **9. Documentation and Reporting**

Documenting all aspects of the gender + equality plan, including objectives, strategies, and outcomes, is essential for accountability and transparency. Regular reporting on progress and achievements helps to maintain momentum and communicate successes to stakeholders. This documentation also serves as a valuable resource for sharing best practices and lessons learned with other institutions.

## **10. Promotion of Diversity and Inclusion**

Ultimately, the goal of the gender + equality plan is to create a workplace that is diverse, inclusive, and equitable for all employees. By promoting diversity and inclusion, organizations can benefit from a wider range of perspectives, ideas, and talents, leading to improved innovation, creativity, and performance. Additionally, fostering a culture of equality and respect can enhance employee morale, loyalty, and retention, ultimately contributing to the organization's long-term success.



## 7. CONCLUSIONS

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The journey towards a more equitable and just society necessitates a comprehensive approach that embraces the complexities of human diversity. Gender + equality, with its focus on inclusive practices and recognition of intersecting identities, serves as a vital framework for promoting fairness and opportunity for all individuals. By integrating gender + intersections into equality plans and organizational practices, institutions can foster environments where every person feels valued, respected, and empowered to thrive.

It's important to highlight that gender equality is not only a matter of social justice, but also an economic and political necessity. Organizations and societies at large greatly benefit from diversity and inclusion, as they foster innovation, creativity, and performance.

In this regard, gender + equality plans emerge as fundamental tools to promote real change in institutions and society as a whole. These plans should not only comprehensively address gender inequalities but also take into account intersections with other forms of discrimination and oppression.

Furthermore, it's essential to recognize that gender equality and inclusion are not static goals but require ongoing commitment and deliberate actions to address entrenched inequalities and ensure that all individuals have equal opportunities and rights, regardless of their gender or other.





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