

# Chapter 14

## Synergy Events: Design for Strong Impact



Simona Motogna , Karima Boudaoud , and Antinisca Di Marco 

**Kim, the university professor.** The annual conference in AI that Kim has been attending for the last decade will be hosted by her university. As one of the local organizers, she intends to propose a workshop on supporting young female researchers in academic careers in AI. She can find useful information and recommendations in this chapter.

**Brandy, the industry manager.** Overwhelmed with the requests for gender equity in the company, Brandy decides to organize a workshop addressing the gender gap in IT. He found the information from this chapter useful and formed a task force for the organization of the workshop, using the chapter as the primary source of information.

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**Nicky, the activist.** She wants to influence regional and national politics regarding gender balance in technology-related domains. She can use the information from this chapter to determine the best event format and to find the necessary resources for planning it.

## 14.1 EUGAIN Events

Proposing an event or a conference for women in Informatics involves careful planning and consideration of various key aspects to ensure its success and impact in terms of *professional development, networking, and community building*. This section describes stand-alone events or those associated with other events and shares our experience about them.

It is our strong belief that it is important to identify venues where it may be relevant and very positive to include events related to women in informatics, and the format of such events should be designed in order to obtain a high impact. Meticulously planning and executing the event's organization assures its success and inspires the audience while also addressing challenges such as the perception of low standards, exclusion of men, or long-term sustainability.

During our project timeline, several types of events, described below, were organized with the support of the EUGAIN community, which covered a broad spectrum of possible attractive activities, offering suggestive ideas to different similar stakeholders.

**General public annual conferences**, for example *womENCourage*, are annual conferences aiming to connect women in the computing profession and related technical fields to share knowledge and experiences. Open to all genders, it provides inspiring support for those pursuing an academic or research career in Computing and related domains. The conference offers diverse activities, including keynote speeches, panel discussions, workshops, and networking sessions. Such an example is the *EUGAIN Workshop* at *womENCourage 2023* (Trondheim, Norway).

This conference series, with the aim to support, encourage, and celebrate women in computing and technology, has a special focus on young researchers and students. It offers a large number of scholarships to aid participation, especially for less favored regions. The conference program includes various workshops related to career development, and the traditional poster session provides a stressless venue to disseminate early research results.

Another key feature of *womEncourage* is its connection with industry. Each edition includes a hackathon, where participants work in teams to solve real-life challenges, and a career fair presenting working opportunities in computing and technology.

**Network building events** create a supportive environment where women can connect, share experiences, and foster relationships that are crucial for career advancement. In a field where women are often underrepresented, these gatherings offer a sense of community and belonging, helping to mitigate feelings of isolation. They serve as platforms for discussing challenges specific to women in the field, promoting good practices in overcoming them. They play a critical role in fostering diversity, inclusion, and equity within the tech community. The community formed around such events can lead to collaborative projects. A successful example of network building events is the *WIRE workshops* at ECSS annual summit organized by Informatics Europe, which was the trigger that formed the community for EUGAIN project, further continued as *WIRE EUGAIN workshops* in 2021–2023.

**Project internal events** serving as crucial milestones in the project’s timeline, provided structured opportunities for all project stakeholders to come together, evaluate progress, and plan future activities. They represented the main venue for sharing best practices, research findings, and innovative strategies contributing to the project’s goals. *EUGAIN annual workshops* represent meaningful examples, with *EUGAIN Final conference “Opening the doors to the world”, Lisbon 2024* representing the flagship event.

**Professional inclusion and diversity events.** Inclusion of diverse perspectives in specific research domains is known to be beneficial. Several scientific communities have adopted events dedicated to women, such as networking events organized by *Women in AI* at ECAI, or *Women in Formal Methods Workshop (WiFM)*. Such events have the power to support young researchers and to inspire through role models. EUGAIN supported one of such workshops, initiated by the WIRE group of Informatics Europe, namely *GE@ICSE*, with the goal of bringing together software engineering researchers and external experts to discuss the interplay of software engineering with gender diversity and other diversity aspects. It aims to advance gender equality and enhance the principles of inclusion and diversity within the software engineering community.

One of the main achievements of GE@ICSE is the community that has been built and extended each year, with people dedicated to the cause, debating open issues, and proposing solutions. The association of such workshops or satellite events with prestigious conferences in the specific scientific domain of Computing (such as Software Engineering, Artificial Intelligence, or Formal Methods) has the power to raise awareness of the entire research and practitioners’ communities about the current status.

**Award ceremonies.** Awards for women in Informatics and other similar domains have been created to recognize excellence, inspire future leaders, and foster the importance of diversity and inclusion in a male-dominated domain. Such initiatives emerged worldwide, celebrating women’s individual achievements, are *Women in AI awards*,<sup>1</sup> *IEEE Women of ENIAC Computer Society Computer Pioneer Award*,<sup>2</sup>

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<sup>1</sup> <https://www.womeninai.co/wai-awards>.

<sup>2</sup> <https://www.computer.org/volunteering/awards/cs-women-in-computing>.

*Anita Borg Early Career Award, ACM Rising Star and ACM Athena Lecturer Award.*<sup>3</sup>

Another category of awards is recognising institutional efforts in promoting and supporting diversity and inclusion, such as *Athena Swan charter* or *Minerva award*<sup>4</sup> supported since 2016 by Informatics Europe and, in the last three years, with the contribution of the EUGAIN network.

Minerva Award recognizes initiatives that have a significant impact on the academic careers of women at various stages. It was created with the goal of offering examples of good practices to the entire European academic community, with the potential of widespread adoption by other departments, research institutions, faculties, and universities. The award acknowledges the support of different career stages: attracting young girls to study Informatics and to continue their education, facilitating transitions from doctoral and postdoctoral researchers to tenure positions in faculties, and advancing their academic careers.

## 14.2 Design and Planning of Events

Organizing an event is a complex process that requires a competent team and continuous communication. All activities, from setting the objectives to planning and program engineering, require people with experience and dedication. Without providing step by step guide, in the following, we provide some insights and good practices highlighted by people who were actively involved in organizing such events in the EUGAIN framework. In particular, in the following, we focus on selecting the event's objectives, shaping the event's program, and selecting invited speakers. For each step, we report the lesson learned by the answers of the interviewed experts, who have been actively involved in organizing events within EUGAIN framework.

### 14.2.1 Objectives

Whether it is a standalone event or included in a larger conference, the objectives should clearly focus on diversity and inclusion, with actionable goals, while considering the audience and other stakeholders.

*Anna Slavi (organizer of EUGAIN Workshop at womENCourage 2023)* highlighted: "Our goal was to bring together the EUGAIN community, reflect on best practices accumulated by the working groups, and connect academia and industry.

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<sup>3</sup> <https://women.acm.org/awards/>.

<sup>4</sup> <https://www.informatics-europe.org/society/minerva-informatics-equality-award.html>.

It was a key aim to take EUGAIN's findings and practices outside of academia into the real world."

*Jane Hillston (organizer of WIRE EUGAIN workshop at ECSS 2023)* reported: "The participants in the event were leaders (Deans, Heads of Department, etc.) from Universities and research institutions across Europe. The objective of the workshop was to encourage this important group to consider the importance of diversity and inclusion and their role as leaders in promoting these values."

*Bara Buhnova (organizer of EUGAIN Final conference "Opening the doors to the world" 2024)*: "The main objective of the event was to activate the EUGAIN representatives of the individual countries to create plans of activities in their countries that would disseminate EUGAIN results (mainly the booklets) and turn them into an impact in the countries. Besides, the second primary objective of the event was to build relationships with policymakers for mutual learning and exchange on maximizing EUGAIN impact through partnership with policymakers."

*Karima Boudaoud (organizer of WIRE EUGAIN workshop at ECSS 2021)*: "The workshop focused on sustainability in Computer Science and particularly on "How to retain girls and women in computer science" at all the career stages. More specifically, it addressed: (1) understanding the reasons that push girls and women in Computer Science to leave (considering whether there are different reasons in different cultures), (2) discussing mitigation measures to retain them and (3) exchanging views on the best strategies to retain women in Academia. It also encompassed exploring from a perspective of Science how to progress in a more scientific approach when dealing with sustainability in gender balance."

### **Lesson Learned**

Objectives for a diversity and inclusion event should take into consideration: (1) effective communication—awareness and solutions for closing the diversity gap and for adopting inclusion should be tailored to all participants; (2) engagement—the goal of the event should match the expectations of the audience to assure active participation and a positive experience; (3) external factors—the format and the timeline of the event should be adapted based on the general context where it will take place.

## **14.2.2 Program Shaping**

A comprehensive program should ensure a mix of technical and non-technical topics aligned with the stated objectives and should include opportunities for learning, collaborating, and professional progress in correlation with the audience's interests and needs.

*Anna Slavi (organizer of EUGAIN Workshop at womENcourage 2023):* “The focus was motivated by a significant amount of members from academia, as well as a lot of knowledge in the field of gender balance in informatics.”

*Jane Hillston (organizer of WIRE EUGAIN workshop at ECSS 2023):* “The program was designed to stimulate the participants to think about the issues. So, as far as possible, we aimed to make the sessions in the event interactive, with only a few based on presentations. Since many of the participants would not have much personal experience of being in the minority in their workplace we wanted to give them the opportunity to listen to the lived experience of others who were from less represented groups. The program also included sessions in which participants were asked to work in groups to discuss topics and potential problems.”

*Letizia Jaccheri (organizer of Annual EUGAIN workshop at ECSS 2022):* “The program was decided in the core group, to satisfy the objectives of the project, namely focusing on digital transformation and informatics from a gender point of view. It included plenary presentations, networking activity and inspirational stories.”

*Bara Buhnova (organizer of EUGAIN Final conference “Opening the doors to the world” 2024):* “A scientific committee for the event has been established, which designed the program of the event via regular joint meetings. It was clear since the start that the first day would be dedicated to a Management Committee meeting for presenting the project results and designing policy influence plan tailored for each participating country; the second day to the final conference with invited guests (e.g., policymakers) to share with them the EUGAIN policies and recommendations drawn during the project itself and to discuss with them how to actuate them.”

*Karima Boudaoud (organizer of WIRE EUGAIN workshop at ECSS 2021):* “The workshop was chaired by two experienced academic staff, assuring different perspectives (one female and one male) and roles (one associate professor and one lecturer). The program was decided in successive iterations for over 6 months to achieve all objectives. However, the structure of the program was defined at the first meeting as it was already clear that we wanted to collect the retention issues and strategies at the three career stages (i.e., from School to University, from Bachelor and Master to Ph.D and from Ph.D. to Professor) but exploring more deeply the 1st stage. Therefore, we decided to dedicate a session for each stage focusing mainly on retention, in addition to a policymakers’ session to have the point of view of the European Commission and a panel discussion with external speakers to discuss the best strategies to retain women in Academia.”

The opinions of key stakeholders from various EUGAIN workshops provide insight into how these programs are crafted to meet diverse objectives and audience needs, highlighting aspects related to the audience, participants’ engagement, and meeting the project’s objectives. The analysis of these opinions reveals that effective conference program shaping hinges on aligning content with the expertise and interests of the audience, fostering interactive and experiential learning, and strategically meeting project objectives.

**Lesson Learned**

Programs should be designed not only to be informative and relevant but also engaging and impactful for the audience, such that participants will feel inspired and motivated to get involved in promoting gender balance in Informatics once the event is over.

### 14.2.3 *Invited Speakers*

The selection of invited speakers usually takes into account their expertise, relevance to the conference objectives, and their ability to engage the audience. In our case, we recommend prioritizing diversity in their background and in the perspectives of their talks. We always put an increased focus on trying to attract people who are inspirational and provide valuable inclusive approaches.

*Anna Slavi (organizer of EUGAIN Workshop at womENcourage 2023):* “The organizing board was made up of 7 young researchers, and based on the theme of the conference, we made recommendations from our circles, preferably outside of EUGAIN.”

*Jane Hillston (organizer of WIRE EUGAIN workshop at ECSS 2023):* “We had one invited speaker in the classic sense, of giving an invited presentation. We also invited a professional facilitator to lead a stimulating workshop, leading to some lively debates, both within the small groups and then each group shared their decisions with all the participants... We also invited a set of panelists, who represented a number of different minority characteristics. Other sessions were led by the organisers of the workshop.”

*Letizia Jaccheri (organizer of Annual EUGAIN workshop at ECSS 2022):* “We selected past winners of Minerva award, to promote them as role models and also to disseminate to all ECSS participants good practices in supporting women’s academic careers”

*Bara Buhnova (organizer of EUGAIN Final conference “Opening the doors to the world” 2024):* “The second day of the event featured many invited speakers. The candidates for the invited speakers have been gathered from the EUGAIN Core Group, which focused on dissemination and partnership with industry and society.”

*Karima Boudaoud (organizer of WIRE EUGAIN workshop at ECSS 2021):* “We had a considerable number of speakers from EUGAIN network and WIRE group from Informatics Europe. We also invited the winner of the 2016 Minerva Award and a professor from Bangladesh, who offered a totally different perspective on girls in Computer Science and Technology. To select them, we asked each WG leader of EUGAIN to propose and contact different potential speakers. Then, we organized a virtual meeting with each of them (particularly those external to the EUGAIN

network) to explain in more detail the goal of the workshop, the session, and their talk.”

The opinions from various EUGAIN workshop organizers highlight different strategies and considerations in choosing these speakers, such as attracting young researchers who are enthusiastic to contribute to the cause, promoting diversity of speakers, and considering their influence as role models. The analysis of these opinions demonstrates that the selection of invited speakers for gender balance should consider a balance of innovative perspectives, interactive facilitation, diverse representation, and inspirational role models.

### **Lesson Learned**

With more than 50 speakers from the community and outside EUGAIN, we reckon the following as the most impactful consideration when inviting speakers to address diversity in Informatics: (1) interactive format fosters participation like debates, collaborative problem solving, and interactive panels; (2) inspiration and guidance through role models; (3) inclusion of young people to bring fresh ideas and trust in future actions.

## **14.3 Assessment and Impact**

After organizing a conference dedicated to women in Informatics, assessing its impact is crucial to understanding its effectiveness and identifying areas for improvement. The assessment should not restrict itself to the conference objectives but also to the broader goal of promoting gender diversity and inclusion in Informatics, with an effective increase of representation and open opportunities for women in Computer Science. We give the feedback and opinions of our colleagues who act as event organizers in an attempt to envisage a strong impact in designing similar events.

### **14.3.1 Audience**

We asked the organizers their perception on the participation: Were you satisfied with the participation? What was the gender proportion (percentage of women and men)?

*Anna Slavi (organizer of EUGAIN Workshop at womENCourage 2023):* “EUGAIN’s community has a large presence of women, which is also true for ACM womENCourage. So we have more women than men, but it was a goal for us to involve men as well since gender balance is not only the interest of women.”

*Jane Hillston (organizer of WIRE EUGAIN workshop at ECSS 2023):* “My impression was that there were about 100 participants and probably about 65:35 male:female. I was quite satisfied with the participation, even though some of the male participants found the topics difficult and uncomfortable. We will only bring about change if it becomes the responsibility of all the community to challenge prevailing behaviours. Many participants did engage very positively with the material, which led to some great discussions.”

*Letizia Jaccheri (organizer of Annual EUGAIN workshop at ECSS 2022):* “Most of the participants were women, but being organized as a satellite event to ECSS, also men participated and contributed to the discussion.”

*Bara Buhnova (organizer of EUGAIN Final conference “Opening the doors to the world” 2024):* “We were very happy about the participation. The gender ratio was 15% male, 83% female, 2% undisclosed.”

*Karima Boudaoud (organizer of WIRE EUGAIN workshop at ECSS 2021):* “The workshop was organized as a hybrid event, given existing restrictions to travel in different countries. We were satisfied with the number of online and onsite participants. Being organized as an event within the Informatics Europe summit, men were well represented (approximately 25%).”

The composition and engagement of the audience at conferences focused on gender balance in Informatics are crucial for fostering meaningful dialogue and driving change. The opinions of our organizers emphasize that gender balance should concern everyone, not just women, and decision-making stakeholders should be attracted.

### **Lesson Learned**

Enhancing participation in gender balance initiatives can be achieved through inclusive participation (“everyone is welcomed”), strategic integration with other events, and encouraging cross-gender commitment.

## **14.3.2 Impact**

The success of the events is crucial for future opportunities to strengthen and enlarge the community. There might be several quantitative methods to evaluate them, but from the organization’s perspective, the opinions of organizers may provide a more meaningful outcome. We asked our colleagues how they evaluated the success and how they felt about it.

*Anna Slavi (organizer of EUGAIN Workshop at womENCourage 2023):* “We assessed the conference to be a success. We received a lot of positive feedback both from within EUGAIN and from the invited guests. As it was co-located with ACM womENCourage, we have a good reach of people interested in the issue of

gender balance but not yet affiliated with EUGAIN. It is still often talked about within EUGAIN, and the organizing committee was specifically empowered by the experience of having to work on it together for several months and witnessing its final success.”

*Jane Hillston (organizer of WIRE EUGAIN workshop at ECSS 2023):* “There was a post-event questionnaire sent to all participants after the workshop by Informatics Europe. The reaction to the workshop had been positive and people had particularly appreciated the interactive nature of the workshop. This was influential within Informatics Europe to make it more interactive and focused on fostering skills and awareness of future events. I did feel that the event was a success and I felt very pleased about that. Raising awareness of issues faced by minorities, especially women, in the University Informatics environment, with people who have a leadership position and the power to change policies and expectations, can only be a good thing, even if it might take some time for the results to be tangible. I liked the fact that the workshop itself was an exemplar of a more diverse and inclusive way of organising a workshop. Instead of focusing on talks from a small number of invited speakers, we created an event in which the attendees were real participants and helped to shape the outcomes themselves.”

*Letizia Jaccheri (organizer of Annual EUGAIN workshop at ECSS 2022):* “We considered it to be a success mostly because of the steps forward in our project work. During the workshop, through collaborative work, we were able to produce the Value Manifesto for EUGAIN.”

*Bara Buhnova (organizer of EUGAIN Final conference “Opening the doors to the world” 2024):* “We have received many individual compliments on the event, both from the EUGAIN members as well as the invited guests. However, we did not organize a systematic evaluation (by survey or similar). One of the signs of success is the attention it received from the invited guests who have dedicated a number of days of their precious time to join the event in person. With many of them, we are now planning follow-up meetings to continue collaborating with them.”

*Karima Boudaoud (organizer of WIRE EUGAIN workshop at ECSS 2021):* “We believe that the most important impact was the ideas formulated that were later expressed as objectives in different research investigations of the five EUGAIN working groups. As immediate success indicators, we looked at onsite and online participants. We considered it a successful event because it was actually the first live event in the EUGAIN project, and the interactive participation generated ideas that were then researched in working groups, and the results are tangible in the different deliverables.”

Events focusing on gender balance in Informatics play a crucial role in raising awareness, fostering discussions and also in constructing a network that can lead to future initiatives. The insights provided by the EUGAIN network show that the impact should consider the middle or long-term influence and focus on broadening the community and actions. The analysis of these viewpoints concludes that the event impact includes raising awareness and engagement and enhancing collaboration.

**Lesson Learned**

In the case of addressing gender balance in Informatics or, in general, to STEM, the impact of the events should not restrict themselves to immediate indicators such as the number of participants or level of satisfaction but also focus on middle and long-term effects to support the sustainability of such initiatives.

## 14.4 Challenges

While trying to create and grow a community where women from Informatics, like in several other domains, can feel supported, recognized, and promoted, organized events deal with associated challenges. We will try to address some of the issues we considered while organizing and running such events and suggest ways to avoid or reduce them. The positive impact of the event depends on future inclusiveness in the professional, scientific, and academic communities.

**Challenge** *Threat of gender segregation:* since the objectives of the event focus on women and their careers, and in consequence, the majority of participants would be women, it might be the case that men might not feel welcomed or, worst, might not be interested in participating to such events. There can be several causes for this perception. The assumption of exclusivity might be suggested by the event call for participation or by the agenda, implying that their presence is not welcomed or needed. Men might feel uncomfortable or out of place in a predominantly female environment, worrying that the discussion will include criticism of their attitude instead of seeing them as supports and collaborators. Some men may not be aware of the importance of gender diversity and inclusion efforts or the role they can play in supporting these initiatives.

It is important to address ways to provide a diverse representation of speakers, panelists, and attendees.

**Action Points**

- Select speakers and panelists to represent a diverse range of gender and professional backgrounds;
- Consider geographic distribution, including different career stages and areas of expertise;
- Formulate call for participation to assure inclusiveness and design the event program to be attractive from a diversity perspective;
- Distribute the call for participation to various communities and organizations and try to ensure worldwide dissemination.

Such events should not restrict themselves to gender-specific topics, but it is recommended to include topics that are up-to-date and relevant to the entire community and foster a collaborative environment between all participants.

Moreover, the events should also point out that diversity and inclusion are key emergent dimensions to consider in designing future systems since digitalization is pervasive and impacts the whole population. This means the women's desiderata should also be included in the software system design. Otherwise, half of the potential users will be cut out from future services. To devise a multi-gender system, we need more women and gender diversity in informatics and computing teams working together in a pleasant and open environment where all feel comfortable expressing their opinions and suggestions.

**Challenge** *Perception of low standards:* Women-focused tech events are relatively newer compared to longstanding scientific conferences, leading some to view them as less established or credible. There exists also a misunderstanding of their purpose. Even more, there can be a mistaken belief that the focus on diversity and inclusion comes at the expense of technical rigor or professional relevance.

#### **Action Points**

- Cover a broad range of topics, including high-quality scientific content and professional development;
- A boost to visibility and credibility can be given by constructing partnerships with established organizations, universities, or other institutions to host or sponsor the event;
- Use diverse feedback methods to collect participants' opinions and to improve future editions, together with promoting testimonials about the impact and quality of the event.

We promote the idea that events that bring focus on diversity and inclusion are essential to any domain, and addressing this topic does not diminish their quality standards or societal relevance, rather it is a new challenging dimension to keep in all processes related to Informatics.

**Challenge** *Long-term sustainability:* Events focused on women in Informatics can face sustainability challenges in the long term due to several factors. Funding can be limited due to a small number of sponsors, which do not see a direct return on investment or limited access to funding coming from projects or governmental sources. There is also the risk of repetitive content, together with an abundance of similar events due to current interest, that affects the relevance and impact of such events. The continuity of the organizing committee and the willingness of the community to contribute as a volunteering activity also play an important role in long-term sustainability.

#### **Action Points**

- Continuously search for funding opportunities from different sectors, including companies, universities, and national and international grants;
- Understand the importance of the event agenda and activities to be new, relevant, and engaging for all participants;

- Assure a live community that is willing to contribute and carry on the work to ensure continuity;
- Partnerships with well-established conferences can help reduce the organizational burden and also provide access to a large audience.

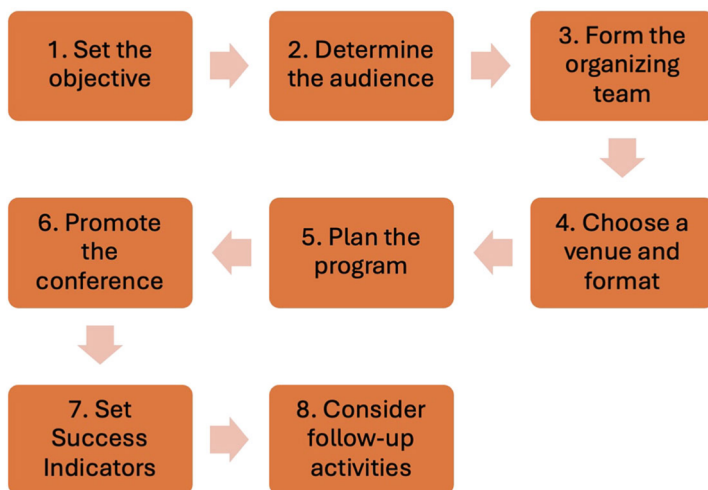
A good strategy to enhance engagement and relevance and to maintain organizational stability can lead to the long-term sustainability of events for women in Informatics.

## 14.5 Recommendations

Based on our experience within EUGAIN, summarizing different aspects presented in this chapter, we want to equip our potential readers with step-by-step recommendations for organizing impactful events addressing gender balance in Informatics and engineering domains.

Looking at Fig. 14.1, we identified eight steps in organizing events:

1. **Set the objectives:** Are you targeting to raise awareness, educate, develop actionable strategies, or create communities? Clear goals will guide all subsequent planning. The objectives should include gender topics but also address the professional domain (i.e., Informatics) to assure focus and impact and also to attract all gender participation;
2. **Determine the audience:** Are your objectives targeted towards students, academic staff, decision-making roles, or a broad audience? Clearly identify several categories of participants. For example, if your objectives are related to attracting



**Fig. 14.1** Steps in organizing events

girls to Informatics, the audience should include girls, educators, school principals, but also families.

3. **Form the organizing committee:** Assemble the committee to reflect the diversity you aim to promote. This team should include individuals from different cultural backgrounds, genders, ages, and abilities to bring varied perspectives, but also people who are willing to allocate time and effort to this cause;
4. **Choose a venue and format:** Location, capacity and technical facilities are important parameters in the success of the event, but also in terms of available resources.<sup>5</sup> Assure a format that promotes engagement and inspires participants.
5. **Plan the program:** Decide a theme and key topics, then include a mix of different session formats. Allow time for networking and discussions;
6. **Promote the conference:** Assure inclusion and diversity through all written and visual materials that promote the event. Use different communication channels (digital and traditional); use professional networks and groups to disseminate the call for participation;
7. **Set Success Indicators:** Consider how you will measure the success of the event. Think about the short-term and long-term impacts. This ensures that the event not only achieves its immediate goals but also contributes to sustained progress in promoting diversity and inclusion. These indicators should also take into consideration the professional domain of the participants;
8. **Consider follow-up activities:** For a real impact on addressing gender representation, these events must act as triggers and must be continued through built networks, future events, or collaborative projects. Follow-up activities could include shared conference materials, recordings, and key takeaways of participants.

Considering the personas we identify at the beginning of the chapter, in the following, we define some takeaways specifically tailored to them.

**Kim, the university professor** In designing the workshop she intends to propose, Kim can find useful information related to the womENourage workshop or GE@ICSE. She can get inspiration on how to design the program and select speakers but also, given the specificity of the event, how to measure its impact. Also, the steps in organizing the event can ease the workload and help manage the organization. She will also know how to better address concerns regarding low standards.

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<sup>5</sup> We did not address the financial resources and funding since our experience might offer limited recommendations on this matter. All the events were financially supported by EUGAIN, and other organizations, such as Informatics Europe, ACM, or hosting universities.

**Brandy, the industry manager** can supervise the task force organizing the workshop on the gender gap in IT based on guidelines and lessons learned from this chapter. He can benefit from experiences from network building and project events and better address calls for participation and targeted audience. He is now more aware of the thread of gender segregation in such an event, and he can find mitigation solutions in advance.

**Nicky, the activist** can get inspiration from the EUGAIN final conference and better prepare invited speakers, program, and participant lists. She can address the challenge of the long-term sustainability of the event based on the action points presented in this chapter.

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