2024 - 2026

Gender
Equality Plan

2024 - 2026

Gender Equality Plan

POLITECNICO
MILANO 1863

Contents

PREFACE

The European Institute for Gender Equality (EIGE) defines a Gender Equality Plan as a strategic set of actions designed to identify gender biases, implement innovative measures to address them, and establish measurable targets and indicators for monitoring progress. At Politecnico di Milano, this approach has been integral to shaping our gender policies in recent years, notably through our Strategic Sustainability Plan 2023-2025 and the POP Program – Polimi Equal Opportunities (Pari Opportunità Politecniche), which was launched in 2018. Building on this strong foundation, we are proud to present our second Gender Equality Plan, the first one I support in my capacity as Rector of the University.

This document not only outlines specific measures and procedures but also reflects the core values articulated in our Strategic Plan. This plan is a testament to our institution's proactive stance: we are not merely embracing a new paradigm but actively working to promote gender equality both within our institution and beyond.

A Gender Equality Plan is more than just a statement of principles; it is a forward-looking blueprint for institutional and societal progress. Indeed, gender equality isn't just matter of what is ethically just or unfair; it's a vital challenge for the progress of our University, the broader scientific community, and the society at large. It is not limited to discussions about quotas or statistics; gender diversity is a key driver of innovation and economic growth. When people of different genders work together, ideas become richer, perspectives broader, and solutions more innovative. It is through this collaborative diversity that science can evolve, linking knowledge with progress.

Yet, despite these advantages, women remain underrepresented in decision-making roles, a loss that limits their potential contributions to reshaping research outcomes and policies.

Currently, the gender distribution at Politecnico di Milano is complex and varies across disciplines. While some engineering courses still exhibit a significant gender gap, fields like architecture, design, and biomedical engineering show a more balanced representation. However, the issue extends beyond the student body. The leaky pipeline persists among the faculty, with women facing increasing barriers as they move toward senior positions. Even among the technical and administrative staff, where women are the majority, vertical segregation remains an obstacle, limiting their access to top roles.

This Gender Equality Plan addresses these challenges head-on, setting clear goals and actions to create a more inclusive environment where all members of our community can thrive, regardless of gender.

As Italy's leading technical university and ranked 111th globally, we understand that with such a reputation comes great responsibility. It is our duty to rise to the challenge of promoting gender equality and to address the social and cultural issues that reflect our collective intelligence and shape the foundation of our future.

Donatella Sciuto
Rector

Introduction

01.
Introduction

The second edition of Politecnico di Milano's (PoliMi) **Gender Equality Plan (GEP)** describes initiatives and actions to be implemented in our university in 2024-2026, to further improve gender equality within the institution itself and to confirm our structural approach in addressing equal opportunities, thus also validating the role of Politecnico di Milano as a **relevant actor in framing a steady societal and cultural change** in this area.

Overcoming gender inequalities in academia is at the heart of the European Commission's (2022) European Strategy for Universities, which aims to support universities in addressing issues of inclusion and gender equality. Special attention is given to the underrepresentation of women in STEM fields. In line with the goals set at the European level, Member States have adopted regulations and a wide range of policies to support gender equality in education and enhance the participation of women in technical-scientific disciplines. Universities are encouraged to implement measures for gender equality, monitor the participation of female researchers and students in the STEM sector, and counteract gender stereotypes in higher education choices. In Italy, a recent 2023 law has established the **National Week of Scientific, Technological, Engineering, and Mathematical (STEM) Disciplines**, to raise awareness and encourage interest and choice among girls and boys for these disciplines. The initiative can be linked to the National Strategy for Gender Equality 2021-2026, adopted in 2021, which is also included among the interventions of the National Recovery and Resilience Plan (NRRP), founded by the Next Generation EU program, and is articulated in 5 strategic priorities: Work, Income, Competences, Time, Power.

As Horizon Europe Guidance on Gender Equality Plans points out "striving for gender equality in Academia remains a **key element to improve the quality and impact of research and innovation** by helping to ensure it is reflective of and relevant to the whole of society; it creates better working environments that enable good quality research and learning and help **maximize the potential and talents of all staff and students**; it helps to attract and retain talent by ensuring that all staff can be confident that their abilities will be valued and recognized fairly and appropriately" '[1].

As gender equality is reaffirmed as a fundamental value of the European Union and is one of the UN's Sustainable Development Goals (SDGs), at Politecnico di Milano we have defined our GEP in strict connection with the University Strategic Plan and the Strategic Sustainability Plan. Furthermore, starting in 2024, Politecnico di Milano has launched a working group dedicated to obtaining the **Certification on Gender Equality**, introduced by Italian Law No. 162/2021 as an integral part of the National Recovery and Resilience Plan - NRRP. This certification aims to encourage companies and institutions to adopt policies that promote equal opportunities, reducing the gender gap in the most critical areas. The certification is expected to be achieved by the end of 2024. Section 2 will thus provide an overview of the main documents outlining our strategy towards gender equality and the key reference actions. Along with the main documentation and actions, the structure of the actors responsible for implementing this strategy will also be summarized.

Gender gap in Academia is not limited to the sole selection of university studies; even today, the academic world exhibits gender disparities in all its components, and both **horizontal** (female underrepresentation, as faculty, in specific disciplines) **and vertical segregation** (female underrepresentation in top career positions, both among faculty and technical-administrative staff) '[2] are still present. Some of these data, referred to Politecnico di Milano, are displayed in Section 3 of the document.

Section 3 also details the budget allocated by the university in Diversity, Equity, and Inclusion and Equal Opportunities areas, to

support actions and policies. It further presents the Gender Budgeting process at Politecnico di Milano: in this respect, reference will be made only to some representative data, as the full document (Gender Budget 2024) is available for general consultation. Actions in training and awareness among the community are also considered.

The Gender Budget represents the **monitoring tool** of our GEP: annually, in fact, the document has accounted for the completion rate of each action displayed in our first Plan. Please refer to the 2024 edition of the document for the final monitoring and accounting phase and consider that some of the actions proposed in the first document will re-appear in this edition, as they may have not been fully completed or may need further/additional engagement.

The goals and actions of the new Plan are described in Section 4, structured in the following main areas, that have been reconfirmed by European Institute for Gender Equality and by the European Commission:

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

For each topic, a series of specific data sheets will point out objectives, target groups, actions, performance indicators and responsible entities. They represent a **collective commitment** of the entire university, involving a significant number of **areas, services, and expertise.**

PoliMi's GEP was realized by a dedicated working group, coordinated by **Mara Tanelli**, Rector's Delegate for Diversity and Inclusion, **Silvia Barattieri**, Head of the Equal Opportunities Unit – Campus Life Division, and **Valeria Baudo**, also representing the

> **1** https://gender-spear. eu/assets/content/ Horizon%20Europe%20 Guidance%20on%20 GEP_en.pdf

> **2** https://ustat.mur. gov.it/media/1276/ focus_carrierefemminili_ universit%C3%A0_mar- zo2024.pdf

Guarantee Act Committee. Data collection and organization was conducted by **Luca Vincenzi**, with the support of **Paola Ferrari**.

Tables and data referred to employment rates and salaries of PoliMi's graduates and PhD graduates were collected and elaborated by the Career Service, under the supervision of **Francesca Saracino**.

A working group dedicated to the GEP has also been established within the framework of the Sustainability Roundtables (see Section 2) and has contributed to the definition of some of the actions included in the 2024-2026 plan and to the general review of the document. We would like to thank **Adriana Angelotti, Valeria Bucchetti, Camilla Colombo, Giuseppina Guatteri**, and **Lucia Rampino**.

The document has been presented and approved by the Senate and the Administrative Board of PoliMi on November 18th and November 26th, 2024, respectively.

Strategic documents and relevant actors @PoliMi around gender equality

02.
Strategic documents and relevant actors @PoliMi around gender equality

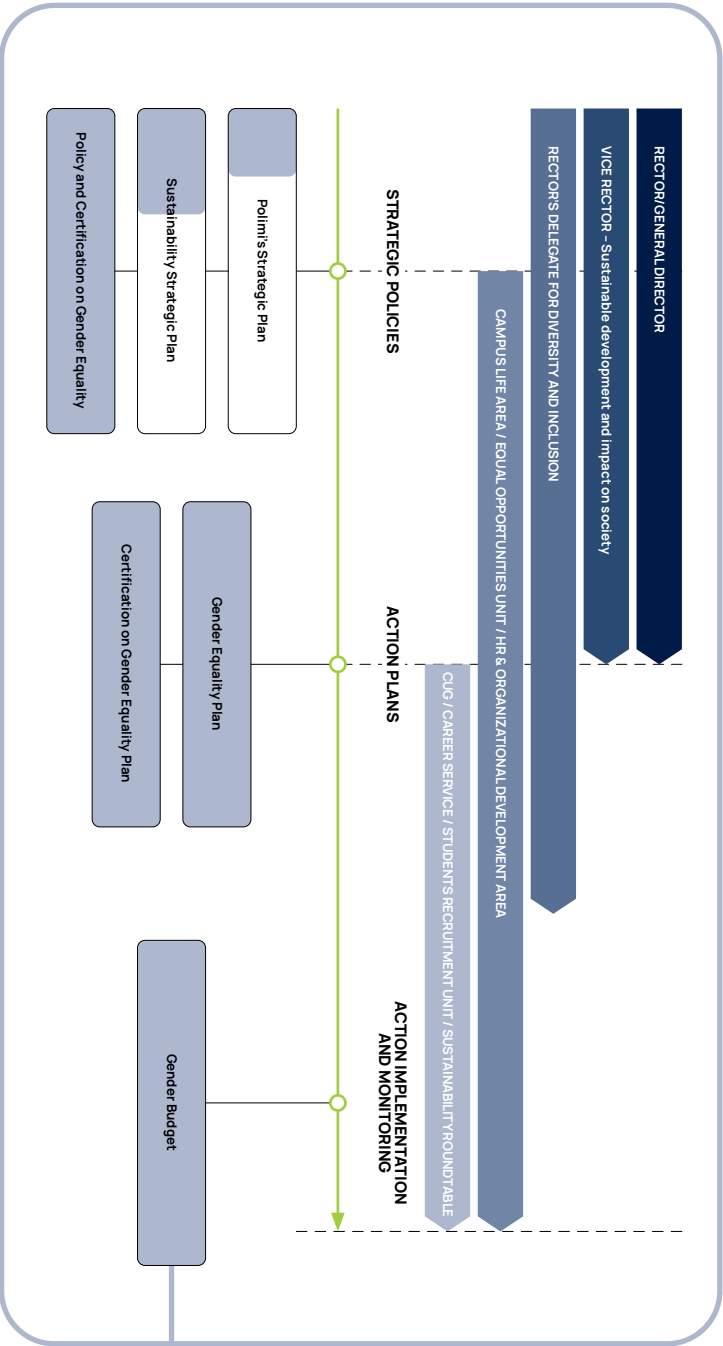Universities, both private and public, but also Institutions at all levels and companies as well, are increasingly equipping themselves with strategic documents, sustainability plans, and, more specifically - on the topic of gender equality - with refined tools such as the Gender Budget, the GEP, and the more recent Certification on Gender Equality, mentioned in the Introduction. Unsurprisingly, the proliferation of such documents has required significant re-design and implementation efforts, together with daily collaboration and coordination among different actors and responsibilities. These processes brought us to a point of partial rethinking of the GEP itself, so that it could engage and interact with documentation developed at different times or not yet published.

Alongside the diverse documents that address the issue of gender equality to various extents, the actors responsible for policies in this direction at Politecnico di Milano are multiple, with different levels of engagement. They work in synergy and continuous coordination to ensure a shared strategy that is collaboratively implemented.

In the following diagram, we present the complex structure dedicated to the definition of gender policies, the related action plans, and their implementation and monitoring. The actors shown at the top of the diagram are responsible – at different levels of engagement - for governing these three areas, from policy definition to execution. The implementation and monitoring phase, as previously mentioned, involves several university stakeholders, with a particular focus on certain areas and services.

= % FOCUS ON THE GENDER DIMENSION

STRATEGIC POLICIES

- Policy and Certification on Gender Equality
- Sustainability Strategic Plan
- Polimi's Strategic Plan

RECTOR/GENERAL DIRECTOR

VICE RECTOR – Sustainable development and impact on society

RECTOR'S DELEGATE FOR DIVERSITY AND INCLUSION

ACTION PLANS

- Certification on Gender Equality Plan
- Gender Equality Plan

CAMPUS LIFE AREA / EQUAL OPPORTUNITIES UNIT / HR & ORGANIZATIONAL DEVELOPMENT AREA

ACTION IMPLEMENTATION AND MONITORING

- Gender Budget

CUG / CAREER SERVICE / STUDENTS RECRUITMENT UNIT / SUSTAINABILITY ROUNDTABLE

Here below, a brief description of the actors most directly involved in the areas of Diversity, Equity, and Inclusion (DEI) and gender equality within the university.

Rector's Delegate for Diversity and Inclusion

The role was established in 2023, at the beginning of the new Rector's mandate, and in line with the actions outlined in the first university GEP. It has strategic and political responsibility for all the lines of action related to Diversity and Inclusion, concerning mainly gender equality, equal opportunities, LGBTQI+ topics, and psychological support.

Equal Opportunites (EO) Unit

Established at the beginning of 2020, the Unit manages the coordination and planning of PoliMi's services, initiatives and training dedicated to equal opportunities and DEI, at large; it runs the psychological support for students and PhD candidates, and all support measures for students with disability and Specific Learning Disorders. The Unit is also responsible for managing the nurseries and the Easter/summer camps for the children of employees, and it addresses initiatives related to the LGBTQIA+ community. It oversees the drafting of the GEP and Gender Budget, participating in both the Sustainability Roundtables and Certification executive committee. It is also responsible for national and international PoliMi projects in DEI (es. Enhance dedicated WP, PNRR project MUSA, etc) and coordination with main external stakeholders in this area.

Guarantee Act Committee (CUG)

The Guarantee Act Committee (Comitato Unico di Garanzia) for equal opportunities, enhancement of employees' well-being and against discrimination is established to implement the CM Directive no. 4/3/2011 and Article 35 of the University Statute. The CUG promotes equal opportunities for every person in the work

and study environment through measures preventing and fighting discrimination based on sex and sexual orientation, ethnicity, religion, personal and political convictions, disability and age.

The committee closely collaborates with:
- The Work-related Distress Counselling Desk: provides a support service on relational and organizational issues to those who feel discomfort in their workplace.
- The Confidential Counsellor: provides advice and assistance to anyone claiming to have been a victim of discrimination, mobbing, and sexual, moral, and psychological harassment.

Sustainability Roundtable on SDG5

Established in 2022, the Sustainability Roundtables are participatory working groups dedicated to fostering ideas and innovation on sustainability issues by involving the entire Politecnico community. The "Gender Policies and Inclusion" Roundtable aims at developing ideas and proposals to promote gender equality and inclusion within the Institution.

Certification on Gender Equality working group

Composed by a Board and an Executive Committee, it has been nominated in 2024 as the responsible entity for obtaining the certification and for its annual implementation and monitoring phases. It falls under the responsibility of the university's human resources Division.

In this complex scenario, the GEP and its actions are **closely linked to some key elements of the University's Strategic Plan and Strategic Sustainability plan**, and **to the Certification** being obtained, as follows:

Strategic Plan

In terms of gender equality, it deals primarily with the persistent academic gap in STEM areas, thus focusing on the increase of female presence in the faculty dimension (early stages of career), and students' dimension, with two relevant KPIs:
- Female representation in the recruitment of researchers: 40% by the end of 2025
- Gender-balanced study programs (M/F ratio between 40% and 60%): 30% by the academic year 2024-25

Strategic Sustainability Plan

It widens the goal of gender balance by inserting further dimensions and KPIs, as follows:
- Training on unconscious biases: 50% of faculty and administrative staff trained over the three-year period
- Orientation and scholarships for female students: +20% scholarships for Girls@Polimi
- Strengthening the gender dimension in teaching and research: increase in courses and research projects focused on SDG5
- Gender balance in the population (derived from the Strategic Plan): 40% female representation in the recruitment of new researchers and in university governance; 30% study programs with gender balance.

In addition, this document expands the scope of objectives to include the themes of diversity and inclusion as well as psychological well-being, for an analysis of which we refer to the complete document.

Certification on Gender Equality

The plan itself is connected to the two strategic documents of the university, as well as to the GEP, and defines specific initiatives related to inclusive communication and training. It also includes an in-depth analysis of the risk of gender-based violence and harassment in the institution.

The global action plan for gender equality is drafted within these six areas, in close connection to GEP'S main areas and actions:

- Culture and Strategy
- Governance
- HR Processes
- Opportunities for Women's Growth and Inclusion in the Workplace
- Pay Equity by Gender
- Parenthood Protection and Work-Life Balance

On the other hand, while the GEP defines actions intended for the entire community, this document is primarily addressed to the structured staff (faculty and technical-administrative roles) and presents its specific reporting and monitoring methods.

Budget, data collection, training

03.
Budget, data collection, training.

In this section, we present the budget allowance that PoliMi is devoting annually to gender policies implementation, the current data collection processes to monitor their progress and some aggregated data on our population, by gender. A general overview of training activities is also provided.

3.1. Budget and dedicated resources

Since 2018, a dedicated annual budget of 300,000 € is allocated by PoliMI for the implementation of actions and strategies supporting the promotion of gender equality, diversity, equity and inclusion. In addition to this financial chapter, and to the budget managed directly by the Equal Opportunities Unit and by the Guarantee Act Committee – CUG (see Table 1), there are several resources that are sponsored by different areas of the University and that can be referred to, at large, as **"gender-sensitive costs"** and **"costs to reduce the gender gap"** [3]. This definition was first introduced by the Gender Budget guidelines published by the CRUI dedicated commission in September 2019 [4]. Currently, a thorough analysis of all budget items is being implemented within our Institution, with the aim of specifically classifying them within a gender perspective. [5] Table 2 shows one of these many projects: the budget specifically dedicated to the promotion of STEM studies of girls with the scholarship program Girls@Polimi.

With reference to the timeframe considered by this GEP, the tables presented herein provide evidence of the comprehensive budget

[3] The document refers to gender sensitive costs when addressing the production of individual services, that is to say used directly by a single person and not by the community at large; costs to reduce the gender gap are, instead, directly connected to or aimed at reducing gender inequality or promote equal opportunities via positive actions.

[4] https://www2.crui. it/crui/Linee_Guida_ Bilancio_di_Genere_ negli_Atenei_italiani.pdf

[5] https://www2.crui. it/crui/Linee_Guida_ Bilancio_di_Genere_ negli_Atenei_italiani. pdf; table 2.5 pp. 44-45.

already allocated up to 2026, for a total sum of **over 6,000,000 €.** In addition, numerous financial contributions have been made available by the Ministry of Research (MUR) through ministerial decrees aimed at supporting initiatives in diversity and inclusion (namely, DM 752, DM 809), and a specific budget (not detailed in this document) is allocated annually for the technological support of smart and remote working policies.

TABLE 1: POP, EO AND CUG

ACTIVITY	2024	2025	2026	FINANCING BODY
Project POP	300.000	300.000	300.000	PoliMI
EO Unit – Creches	464.000	517.000	557.000	PoliMI
EO Unit – Summer/Easter camps	100.000	75.000	90.000	PoliMI
EO Unit – Psychological support	298.600	306.000	491.600	PoliMI
EO Unit – Disabilty/SLDs support	100.000	100.000	100.000	PoliMi/MUR
Events and students' collaborations	34.400	34.400	34.400	PoliMI
Guarantee Act Committee	20.000	20.000	20.000	PoliMI
Counselling desk for work-related distress	15.000	15.000	15.000	PoliMI
Confidential Counsellor	35.000	35.000	35.000	PoliMI

TABLE 2: GENDER BALANCE SCHOLARSHIPS

ACTIVITY	2024	2025	2026	FINANCING BODY
Girls@PoliMi scholarship	672.000*	672.000	672.000	PoliMI and Corporate sponsors

* The amount refers to the 28 scholarships awarded in 2024, valued at 8,000 euros per year, for three years.

Furthermore, our Corporate Relations area, and especially the Fund-Raising Unit, is increasingly engaging external stakeholders to develop university-industry collaborations in the fields of gender equality, STEM degrees attraction, and DEI.

3.2. Data collection and monitoring: Politecnico di Milano Gender Budget

In 2019, Politecnico di Milano published its first Gender Budget,'[6] gathering in a single document a wide range of data referred to its community - students, faculty, and staff – focusing on the gender distribution among these sets of population.

Today, we have just published the 6th edition of the document (2024): throughout these six years the analysis was enriched and the data collected made it possible to observe the presence (or absence) of females at all levels. "Glass ceilings" '[7], "crystal labyrinths" '[8] and "leaky pipelines" '[9] -appeared - we discovered where, at what stage, and on whom these phenomena are acting - and the University became progressively engaged in monitoring advancements or backlashes in this area. Furthermore, the Gender Budget has always considered a perspective that pairs the monitoring of numerical proportions between males and females with insights on the performance levels, to fully understand a picture that is for sure more complex than it first appears.

The development of a Gender Equality Plan is therefore strictly connected to the publication of the annual Gender Budget of PoliMi.

Some of the key data of the 2024 edition are reported here below, with a short commentary.

FIGURE 1: ENROLMENTS BY GENDER AND BY INTAKE – LAUREA TRIENNALE (EQUIVALENT TO B.SC.)

	Men										
	Women										
Men	67.5%	68.2%	69.0%	68.9%	68.4%	67.6%	66.6%	66.0%	66.5%	65.7%	64.9%
Women	32.5%	31.8%	31.0%	31.1%	31.6%	32.4%	33.4%	34.0%	33.5%	34.3%	35.1%
	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023

> **6** https://www.PoliMi.it/en/the-politecnico/about-PoliMi/gender-budget/

> **7** With this expression, EIGE refers to "Artificial impediments and invisible barriers that militate against women's access to top decision-making and managerial positions in an organisation, whether public or private and in whatever domain".

> **8** Ilenia Picardi, Labirinti di cristallo. Strutture di genere nell'accademia e nella ricerca.

> **9** The leaky pipeline is a metaphor often used to describe the loss of women in STEM areas (Science, Technology, Engineering, and Mathematics) - and arguably in other fields before reaching senior roles (i.e. full professorship in Academia) https://www.frontiersin.org/articles/10.3389/fpsyg.2019.01297/full

FIGURE 2: ENROLMENTS BY GENDER AND BY INTAKE – LAUREA MAGISTRALE (EQUIVALENT TO M.SC.)

Men	Women

	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Men	62.4%	61.8%	63.0%	61.8%	61.9%	62.0%	62.8%	61.5%	62.2%	61.1%	60.1%
Women	37.6%	38.2%	37.0%	38.2%	38.1%	38.0%	37.2%	38.5%	37.8%	38.9%	39.9%
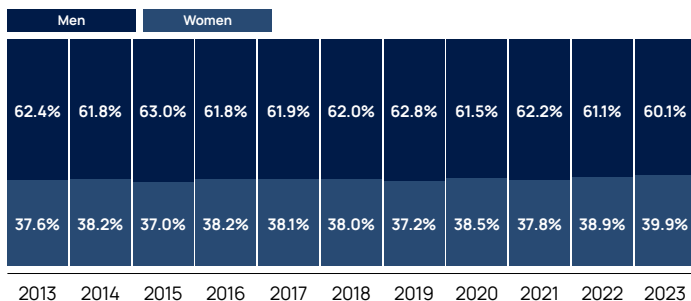
FIGURE 3: ENROLMENTS BY DISCIPLINARY AREA, COURSE LEVEL AND GENDER – A.Y. 2019-2020

Men	Women

	Architecture		Design		Engineering	
	Bachelor	Master	Bachelor	Master	Bachelor	Master
Men	40.3%	37.2%	35.0%	36.1%	74.3%	69.2%
Women	59.2%	62.8%	65.0%	63.9%	25.7%	30.8%
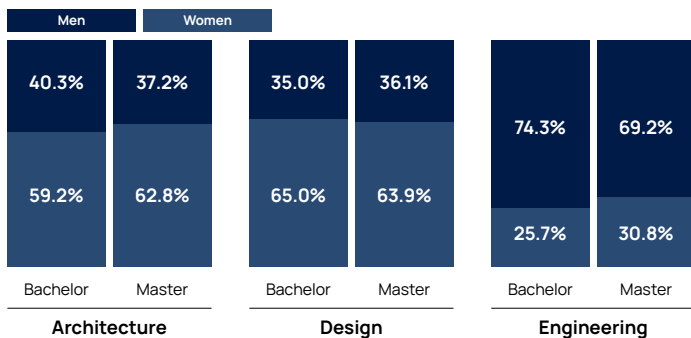
As shown in Figures 1 and 2, over the past 10 years there has been a general increase in female representation at Politecnico di Milano overall. At Bachelor's level, the proportion of female students has grown from 32.5% to 35.1%, while at Master's level it has risen from 37.6% to 39.9%. These are tangible improvements, although progress has been relatively slow due to the demographic nature of the underlying trends.

Figure 3 highlights the differing levels of female representation across the three main areas of Politecnico di Milano. In Architecture

and Design, the proportion of female students is significantly higher, exceeding 50% and reaching up to 65% in Bachelor's programs in Design. In contrast, Engineering, the largest area at the university, has 25.7% female students at the Bachelor's level and 30.8% at the Master's level.

In addition to this data, we have also focused on the analyses that monitor the entrance into the workforce, referred to 2018 graduates and collected 5 years after graduation [10]. Unfortunately, it confirms that the **gender pay gap is consistently present in Engineering**, at the bachelor's, master's and

PhD level. Employment rates, on the other hand, **are more aligned by gender**, while permanent positions tend to go more to men than to women, apart from Engineering where the two figures look similar (Tables 1, 2 and 3).

TABLE 1: EMPLOYMENT RATE, PERMANENT POSITIONS AND AVERAGE NET SALARY, BY GENDER, FOR BACHELOR DEGREE GRADUATES, AT 5 YEARS AFTER GRADUATION.

BACHELOR GRADUATES 2018 (5 YEARS AFTER GRADUATION)						
	ARCHITECTURE		DESIGN		ENGINEERING	
	Women	Men	Women	Men	Women	Men
Occupational rate	100%	98%	94%	92%	98%	99%
% of permanent positions	81%	85%	85%	79%	98%	98%
Average net monthly salary	1.762 €	2.062 €	1.729 €	1.993 €	2.107 €	2.289 €
Sample size	39	49	82	60	56	271

TABLE 2: EMPLOYMENT RATE, PERMANENT POSITIONS AND AVERAGE NET SALARY BY GENDER, FOR MASTER DEGREE GRADUATES, AT 5 YEARS AFTER GRADUATION.

ITALIAN M.SC. GRADUATES 2018 (5 YEARS AFTER GRADUATION)						
	ARCHITECTURE		DESIGN		ENGINEERING	
	Women	Men	Women	Men	Women	Men
Occupational rate	97%	99%	97%	95%	99%	99%
% of permanent positions	89%	83%	90%	97%	95%	96%
Average net monthly salary	2.105 €	2.240 €	2.047 €	2.209 €	2.395 €	2.631 €
Sample size	195	140	64	43	382	953

TABLE 3: EMPLOYMENT RATE, PERMANENT POSITIONS AND AVERAGE NET SALARY, BY GENDER, FOR PHD GRADUATES, AT 4/5 YEARS AFTER GRADUATION.

PH.D. GRADUATES 2021+2022 (1-2 YEARS AFTER GRADUATION)						
	ARCHITECTURE		DESIGN		ENGINEERING	
	Women	Men	Women	Men	Women	Men
Occupational rate	100%	93%	100%	100%	100%	100%
% of permanent positions	60%	80%	100%	0%	83%	87%
Average net monthly salary	2.118 €	2.080 €	1.705 €	1.750 €	2.253 €	2.495 €
Sample size	33	25	11	4	100	227

FIGURE 4: FEMALE FACULTY, BY ROLE, YEAR 2023.

| RTDA | RTDB | University Researchers | Associate Professors | Full Professors |

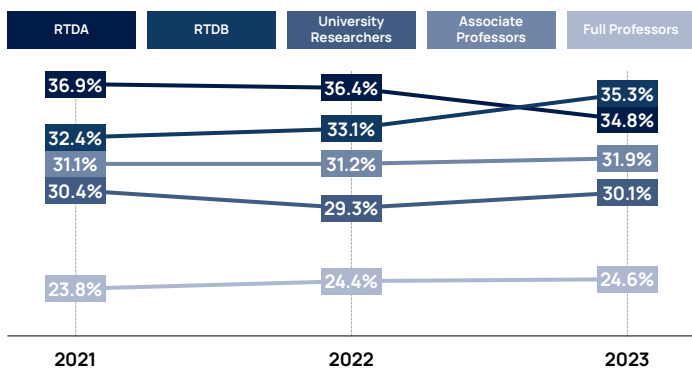|	2021	2022	2023
	36.9%	36.4%	35.3%
			34.8%
	32.4%	33.1%	
	31.1%	31.2%	31.9%
	30.4%	29.3%	30.1%
	23.8%	24.4%	24.6%

Figure 4 shows the female representation among Faculty members, for the different roles from Assistant professor (untenured RTDA and tenured RTDB) to Associate and Full professor. All categories but RTDA have an increasing female share over the last three years, and the different shares are in general higher that those at Italian level for Engineering and Technology11.

›10 Source: 2021 PoliMI Employment Survey of 2015 Gradatuates. The full report is available online: https://cm.careerservice.polimi.it/en/employment-statistics/

FIGURE 5: SHARE OF TECHNICAL-ADMINISTRATIVE STAFF, FOR GENDER AND ROLE, YEAR 2023.

Men   Women

62,5%	67.7%	58.8%	57.4%	55.6%
37.5%	32.3%	41.2%	42.6%	44.4%
Category B	Category C	Category D	Category EP	Directors
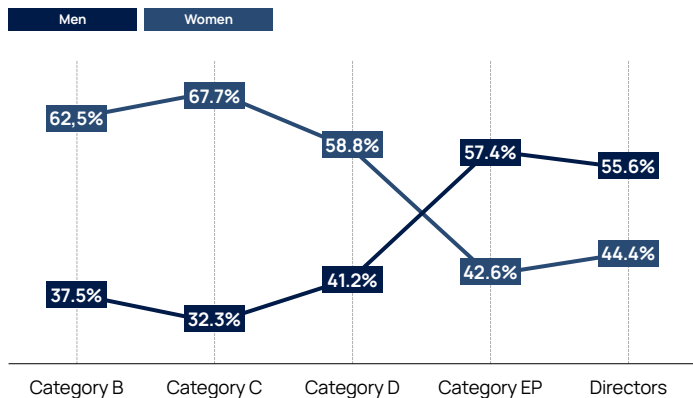
As for the administrative staff, Figure 5 shows the classical "scissors" graph, with a larger share of women present in the lower career levels, and the two genders switching role at the highest. It must be said that the gender differences at EP and Directors level have shrunk over the last years, not being too far from full parity.

3.3. Training

Among the pre-requisites that the European Commission presents as mandatory in the process of definition and implementation of a public GEP ›**11**, training and awareness play a prominent role. As a community of students, staff and faculty members, at PoliMi we bear the responsibility to educate us all on the topics of **gender equality, diversity, inclusion, intersectionality, inclusive language and gender-based violence sensibilization, design for all.**

Raising awareness on the importance of equality issues and, furthermore, strengthening a positive attitude towards diversity inside our Institution is therefore a crucial matter, and we do acknowledge this action as a necessary step to be implemented before and during the definition of new strategies for equal opportunities. A significant body of actions has already been launched within the framework of our Sustainability Strategic Plan and Certification on Gender Equality, to which we refer for a comprehensive list of the training activities provided in the last three years. 2021-23 GEP also displayed relevant objectives referred to as **training activities**, and the current document presents further advancements in this area.

›**11** https://ec.europa.eu/info/funding-tenders/opportunities/docs/2021-2027/horizon/wp-call/2021-2022/wp-13-general-annexes_horizon-2021-2022_en.pdf; p.12.

Objectives and actions

04.
Objectives and actions.

The five action lines identified in this GEP, and listed in the following pages, have been determined and reconfirmed following the guidelines provided by EIGE and by the European Commission, which highlight **relevant areas of action** that should be addressed at large by Universities and Public Entities in the pursue of equal opportunities.

In line with this view and with a systematic approach to the promotion of equal opportunities that shall be developed as one of the Institution's main challenges, PoliMI's GEP sets out the most relevant measures that we intend to pursue over the coming years in these areas, detailing targets, actions, indicators and responsible entities for each of them. They all consider the **specificities and peculiarities** (scientific and academic, institutional, financial, regional and national) of Politecnico di Milano, thus pursuing new goals in synergy and complementarity with existing services and activities and relevant strategic documents (see Section 2). They do not represent an exhaustive list of all the initiatives that the university undertakes and promotes in terms of gender equality, but only the most challenging measures that need to be improved, while the others fall under ongoing activities that have already been systematically implemented by the university.

In the following list, each item is identified based on its degree of novelty compared to the previous GEP: some actions are, in fact, a continuation of activities already planned in the 2021-23 edition, with elements of further development. Others, on the contrary, have been included for the first time in this document and represent new challenging goals for our university.

4.1 Work-life balance and organisational culture

- Post-parental leave budget - renewed
- On-demand babysitting - renewed
- Strengthening the support services for working students and students with children - renewed
- Supporting faculty, students and staff undergoing gender transition - renewed

4.2 Gender balance in leadership and decision-making

- Gender-inclusive language - renewed
- Training on unconscious bias and on the value of DEI in institutions and organizations - new
- Fair representation: No women no panel protocol - new

4.3 Gender equality in recruitment and career progression

- Gender mainstreaming and budgeting - renewed
- Increase and empowerment of female early-stage researchers - new
- Attraction of female students in the STEM areas, particularly Engineering - renewed
- Increase of study courses with gender balance - new

4.4 Integration of the gender dimension into research, teaching and technology transfer

- Adding and widening gender and diversity-related dimensions into research and academic courses - new
- Consider Ethics and Gender in research - renewed
- Support research in Gender-aware Technology - renewed
- Consider the gender dimension in the technology transfer activities – renewed

4.5 Measures against gender-based violence including sexual harassment

- Creation of a gender-based violence support centre - new
- Raising awareness about gender-based violence through the creation of an online course (MOOC) - new
- Implementation of a policy to Address Gender-Based-Violence in Academia/Zero Tolerance Protcol - new

Work-life balance and organisational culture	**OBJECTIVE**	Post-parental leave budget.
	DESCRIPTION	Dedicated research budget of 15,000 € assigned to parents when re-entering Academia after parental leave (for fathers)*.
	TARGET GROUPS	Associate professors, tenured-track researchers.
	ACTIONS	• Allocating a dedicated one-time research budget of 15,000 € to **male** associate professors and tenured-track researchers when re-entering Academia after *a minimum period of at least one consecutive month* of parental leave (as per the Italian national regulations). • The budget can be requested also by same-sex parenting couples when re-entering Academia after the leave foreseen by Italian national regulation.
	INDICATORS	Communication strategy to increase requests of male or same-sex parenting couples. Fulfilment of all submitted requests.
	RESPONSIBLE ENTITY	Academic Staff Career Unit; Equal Opportunities Unit.

* This measure has been implemented for female researchers and associate professors since 2018.

Work-life balance and organisational culture	**OBJECTIVE**	On-demand babysitting.
	DESCRIPTION	A solution that supports a more favourable combination of study, work and family life, based on on-demand requests and needs, by providing dedicated babysitting/day-care services.
	TARGET GROUPS	Technical-administrative staff; Faculty.
	ACTIONS	Developing a plan to establish an childcare facilities, also including during conferences hosted by Politecnico di Milano: • at home, via specific partnerships with private entities and through the welfare facilities provided by Polimi (creches).
	INDICATORS	Number of granted annual vouchers for employees to request an on-demand babysitting service at home. Identification of partners and locations for activating daily care points. Number of requests for on-demand babysitting service at home and in house (support service for conferences).
	RESPONSIBLE ENTITY	Rewarding, Performance management and Welfare Unit; Equal Opportunities Unit.

OBJECTIVE	Strengthening the support services for working students and students with children.
DESCRIPTION	Provide working students and students with children with dedicated support services and study plans to better plan their academic career.
TARGET GROUPS	Students.
ACTIONS	• Enable working students and students with children to access dedicated study plans and class/exams organization, also granting them access to ad-hoc tutors. • Allow remote attendance of lessons, two months prior to birth and six months following the arrival of a child (for mothers, fathers, adoptive/foster parents).
INDICATORS	Redaction and formal approval of the dedicated protocols. Implementations of a dedicated operative procedure for the application of the protocols. Follow-up and monitoring of cases.
RESPONSIBLE ENTITY	General Affairs and Institutional Legislation Unit; Students Affairs Unit; Schools.

Work-life balance and organisational culture

Work-life balance and organisational culture	**OBJECTIVE**	Supporting faculty, students and staff undergoing gender transition.
	DESCRIPTION	Establish a comprehensive protocol to enable the use of an alias for faculty, students and staff undergoing gender transition.
	TARGET GROUPS	Politecnico di Milano Community.
	ACTIONS	• Review of the existing protocols and definition of a new comprehensive single procedure that will enable the use of alias when undergoing gender transition. • Creation of gender-neutral toilets.
	INDICATORS	Formal approval of the new unified protocol for the whole community. Implementing a dedicated operative procedure for the application of the protocols with reference to the Guidelines for Italian Universities on the Implementation of the Alias Career. Follow-up and monitoring of cases. Communication strategies for publicizing the service.
	RESPONSIBLE ENTITY	Director General; General Affairs and Institutional Legislation Unit; HR & Organizational Division; Rewarding, Performance Management and Welfare Unit; Students Affairs Unit; Identity Management Unit; Equal Opportunities Unit; CUG.

Gender Balance in leadership and decision making	**OBJECTIVE**	Gender-inclusive language and use of images.
	DESCRIPTION	The action has the aim of introducing a gender-sensitive perspective in communication tools, University regulations and other relevant documents, as to support the use and diffusion of a gender-neutral and inclusive language and images in formal and informal documents, communications and study course materials.
	TARGET GROUPS	Politecnico di Milano Community.
	ACTIONS	• Providing a training module on gender neutral and inclusive language and images. • Formulating and implementing guidelines and recommendations concerning non-discriminatory and inclusive language and images.
	INDICATORS	Number of participants to training module. Introduction of the developed guidelines at University Level; publication on the website; distribution to administrative units and Faculty at large.
	RESPONSIBLE ENTITY	Rector; Vice-Rector; General Directorate; General Affairs and Institutional Legislation Unit; Equal Opportunities Unit; Tools and Content Management Unit, Schools, Department of Design, CUG.

Gender Balance in leadership and decision making	**OBJECTIVE**	Training on unconscious bias and on the value of DEI in institutions and organizations.
	DESCRIPTION	Definition of tools and strategies for the diffusion of training modules on bias and on the relevance of DEI policies.
	TARGET GROUPS	Faculty; specific roles (PhD Coordinators, Head of Departments, General Directors, Head of Divisions).
	ACTIONS	• Seminar training for PhD Coordinators, Department Heads. • Focus groups on biases awareness, laboratory training, role-playing activities (cross-departmental teaching staff). • Video modules/pills (for committees, for those entering/advancing in roles). • Guidelines on equitable practices in the scientific evaluation of projects and careers. • Network of equality representatives in Departments/Schools responsible for the success of the initiative.
	INDICATORS	N. of participants in training, definition and implementation of video modules and guidelines; implementation of network.
	RESPONSIBLE ENTITY	Rector's Delegate for D&I, Schools, Department, PhD Board, Equal Opportunities Unit.

Gender Balance in leadership and decision making

OBJECTIVE	Fair representation: No women no panel protocol.
DESCRIPTION	Subscription and implementation of national protocol: No women no panel.
TARGET GROUPS	Politecnico di Milano Community.
ACTIONS	• Subscription and implementation of national protocol: No women no panel. • Diffusion of protocol. • Monitoring of internal events.
INDICATORS	Representation by gender in specific panels; n. of events with fair representation.
RESPONSIBLE ENTITY	Rector's Delegate for D&I, Equal Opportunities Unit, Strategic Research Agreements and Corporate Relations Unit; Public Engagement and Communication Division.

Gender equality in recruitment and career progression

OBJECTIVE	Gender mainstreaming and budgeting.
DESCRIPTION	Promoting the introduction of a gender perspective in all policies and strategies of Politecnico di Milano. Introducing a gender sensitive approach in all financial budgeting actions.
TARGET GROUPS	Politecnico di Milano Community.
ACTIONS	• Introducing gender-sensitive relevant KPIs in the strategic planning. • Reviewing annually the Gender Budgeting strategy, to identify key areas to be addressed. • Plan for reviewing and implementing a gender-sensitive financing model.
INDICATORS	Review of the Financial Budget with a gender sensitive perspective.
RESPONSIBLE ENTITY	Rector; General Directorate; Planning, Control and Analysis Unit; Equal Opportunities Unit.

Gender equality in recruitment and career progression	**OBJECTIVE**	Increase and empowerment of female early-stage researchers.
	DESCRIPTION	Mentoring and networking activities for female early-stage researchers, with the aim of attraction/retention of talents.
	TARGET GROUPS	Female researchers.
	ACTIONS	• Transformative Mentoring Pathways (participation call for mentors and mentees, mentor training). • Preliminary analysis of female researchers' participation in competitive calls and their success rate, to study dedicated research funding lines. • Promotion of female networks (increase visibility of female research).
	INDICATORS	Equal Opportunities Unit; Career Service; HR & Organizational Division; Research Office.
	RESPONSIBLE ENTITY	Rector; Vice-Rector; Rector's Delegate for Budget; General Directorate; Planning, Control and Analysis Unit; Equal Opportunities Unit; Career Service; Professional Development Unit; Schools; Departments.

Gender equality in recruitment and career progression	**OBJECTIVE**	Attraction of female students in the STEM Area, particularly in Engineering.
	DESCRIPTION	Orientation strategies aimed specifically at attracting prospective female students in STEM disciplines, in particular the Engineering study courses that have a lower share of female students enrolled.
	TARGET GROUPS	Secondary-school female students.
	ACTIONS	• Developing a communication strategy providing a non-stereotyped and positive perception of the Engineering disciplines to young girls and women. • Implementing orientation events and cooperation projects with high schools, middle schools, elementary schools. • Organizing summer schools/other courses on STEM subjects for high school classes supporting female participation.
	INDICATORS	Communication strategy. N. of orientation events in schools. Annual summer schools on site.
	RESPONSIBLE ENTITY	Students Recruitment Unit; Equal Opportunities Unit; Departments.

Gender equality in recruitment and career progression		
	OBJECTIVE	Increase of study courses with gender balance.
	DESCRIPTION	Define and launch tuition fees for students in degree programs with significant gender imbalance.
	TARGET GROUPS	Students.
	ACTIONS	• Creation of a working group to assess feasibility. • Implementation of the measure for at least a three-year period, potentially starting with pilot bachelor's programs.
	INDICATORS	Assessment of feasibility. Definition of pilot programs.
	RESPONSIBLE ENTITY	Rector's Delegate for Financial aid and student contribution; Planning, Control and Analysis Unit; Students Affairs Unit; Schools.

Integration of the gender dimension into research, teaching and technology transfer	**OBJECTIVE**	Adding and widening gender and diversity-related dimensions into research and academic courses.
	DESCRIPTION	Integrating the gender and other diversity-related dimensions in research and teaching contents, delivered in M.Sc. courses and at PhD level, working also in collaboration with META, to foster interdisciplinary experiences pairing teachers with expertise in technical subjects and humanities and social sciences.
	TARGET GROUPS	M.Sc. Students and Ph.D. Candidates.
	ACTIONS	• Alongside the scientific disciplines typical of PoliMi, introduce 'humanities' sectors through a recruitment policy for teaching staff in fields such as sociology, psychology, law, history, and philosophy of science. • Design and offer both at M.Sc. and Ph.D. level courses on transversal skills that present students gender-related issues along with other sensitive diversity dimensions, bridging humanities and technical contents.
	INDICATORS	Number of courses. Number of students attending.
	RESPONSIBLE ENTITY	Rector's Delegate for Teaching, Ph.D. School PoliMI Schools, META.

Integration of the gender dimension into research, teaching and technology transfer

OBJECTIVE	Consider Ethics and Gender in Research.
DESCRIPTION	Fostering a gender-responsive and ethical-aware research, with multidisciplinary collaborations.
TARGET GROUPS	Students, Ph.D Candidates; Faculty.
ACTIONS	• Foster the integration of ethical, gender and diversity-dimensions in the research areas of interest for PoliMI.
INDICATORS	Funded projects with ethical and diversity-oriented contents. PhD. theses with ethical and diversity-oriented contents. Published papers with ethical and diversity-oriented contents.
RESPONSIBLE ENTITY	Rector's Delegate for Research; Innovation and Social Responsibility Unit.

Integration of the gender dimension into research, teaching and technology transfer

OBJECTIVE	Support research in gender-aware technology.
DESCRIPTION	Encourage and promote the inclusion of the gender dimension in all stages of design and deployment of technology solutions.
TARGET GROUPS	Faculty; Ph.D. Candidates.
ACTIONS	• Support of interdisciplinary research activities that have a gender lens in their research. • Support of interdisciplinary Ph.D. thesis on gender-related issues in Design, Architecture and Engineering.
INDICATORS	Amount of funding to gender-oriented research. Number of gender-related published papers. Number of gender-related PhD Theses.
RESPONSIBLE ENTITY	Rector; Rector's delegate for research; Department Directors

Integration of the gender dimension into research, teaching and technology transfer

OBJECTIVE	Consider the gender dimension in the technology transfer activities.
DESCRIPTION	Encourage and promote the inclusion of the gender dimension in the technology-transfer activities, also to promote female entrepreneurship.
TARGET GROUPS	Faculty; Ph.D. Candidates; students.
ACTIONS	• Include the gender dimension in the evaluation of business ideas for access to internal grants. • Include the gender dimension in the evaluation start-ups. • Monitor the gender dimension in the creation of IP through trademarks and patents.
INDICATORS	Amount of funding granted to business ideas and start-ups with female-led teams. Number of start-ups with female-participated teams. Number of spin-offs with female-participated teams. Number of female inventors of patents/trademarks.
RESPONSIBLE ENTITY	Rector's delegate for technology-transfer; Technology Transfer Office.

Measures against gender-based violence including sexual harassment

OBJECTIVE	Creation of a gender-based violence support centre.
DESCRIPTION	Develop a dedicated partnership with external providers to create an Anti-Violence Desk, offering a safe space for anyone in need of support against gender-based violence.
TARGET GROUPS	Politecnico di Milano Community. External community.
ACTIONS	• Assessment of procedures and best practices. • Convention signed with anti-violence centre. • Implementation of procedures for managing the anti-violence desk.
INDICATORS	Opening of the Anti-violence Desk. Communication strategies to promote the service. Follow-up and monitoring of cases. Annual data collection.
RESPONSIBLE ENTITY	Rector's Delegate for Diversity and Inclusion; Equal Opportunities Unit; Public Engagement and Communication Division; CUG, Confidential Counsellor.

Measures against gender-based violence including sexual harassment

OBJECTIVE	Raising awareness about gender-based violence through the creation of an online course (MOOC).
DESCRIPTION	Design and production of an online course aimed at raising awareness about the active role each person can play as an ally in eradicating gender-based violence.
TARGET GROUPS	Politecnico di Milano Community. External community.
ACTIONS	• Development and launch of a MOOC on gender-based violence • Communication event to promote the MOOC.
INDICATORS	Launch of the MOOC. Numbers of people enrolled.
RESPONSIBLE ENTITY	Rector's Delegate for Diversity and Inclusion; Equal Opportunities Unit; METID.

Measures against gender-based violence including sexual harassment

OBJECTIVE	Implementation of a Protocol to Address Gender-Based-Violence in Academia/ Zero Tolerance Protcol.
DESCRIPTION	Development of a collaborative protocol to address gender-based violence within Politecnico di Milano.
TARGET GROUPS	Politecnico di Milano Community and third parties.
ACTIONS	• Assessment of existing policies and guidelines at national and international level. • Development of a protocol/document to clarify how to report a case, the services available, the investigation procedure, the rights of the parties involved, and the follow up activities. • Diffusion of the document to the whole community.
INDICATORS	Publication of the document.
RESPONSIBLE ENTITY	Rector's Delegate for Diversity and Inclusion; Equal Opportunities Unit; CUG; Student Ombudsperson, Ethics Committee.

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