



# GENDER EQUALITY PLAN

2024-2026



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# INTRODUCTION

Starting from this edition, Istat has adopted a Gender Equality Plan (Plan). Within the more general framework of the planning tools adopted by the Institute, its introduction is in accordance with the provisions of the international strategy Horizon Europe that considers Gender Equality Plans tools recognized and supported by the European Commission for gender rebalancing among the staff of research institutions.

This document also represents a way to implement performance in order to optimize the productivity of public work and the efficiency and transparency of Public Administrations.

Istat has long proven a strong sensitivity to the issue of gender equality and promoted, in a pioneering way, the carrying out of surveys, studies and research, all aimed at greater knowledge and dissemination of data on gender equality and useful to define policies to fostering equality.

The draft of the Institute's Gender Equality Plan (GEP) saw a preliminary stage of analysis of the peculiarities of the organizational context to define the intervention areas. In the planning phase, it was necessary to establish objectives, actions and measures, together with suitable indicators to monitor the progress of the actions envisaged in the Plan, the times for their implementation and the assignment of the necessary responsibilities.

The Plan includes concrete measures aimed at promoting the culture of equality and inclusion, respecting diversity and constantly fighting any form of discrimination based on age, gender, ethnic origin, sexual orientation, religion, political position and disability, through actions and tools capable of giving value to differences.

Based on these guidelines, reading and analysis of the available data allowed drafting the insights reported in the following pages. In particular, the results of a survey on work from home in the public administration promoted by the Polytechnic University of Milan together with the results of a questionnaire promoted in March 2022 by the Task Force “Work from home” (response rate by Istat staff of over 50%) were taken into account. The information reported in 2021-2023 Activity and Performance Plan, in 2022-2024 Positive Action Plan and in the Annual Report of Istat Guarantee Committee (CUG) were analysed. Furthermore, the first results related to work from home that emerged from the survey on organizational well-being and mobbing were used, in addition to those related to Istat employees home-work commuting habits. Finally, the knowledge base offered by Istat Personnel Information System allowed obtaining specific analyses on the behaviours and habits of internal staff in terms of presence/absences, hours, use of leave/permits and other work-life balance tools.

The present document is the result of a collective effort carried out within the Working group for the coordination and implementation of initiatives and projects to edit Istat Gender Equality Plan<sup>1</sup>.

The Plan is broken down into the following five Thematic Areas:

<b>Thematic Area 1</b>	Work-life balance and inclusive corporate culture;
<b>Thematic Area 2</b>	Gender equality in leadership and decision-making processes of the organization;
<b>Thematic Area 3</b>	Gender equality in the recruitment processes of new resources and in career advancement;
<b>Thematic Area 4</b>	Inclusion of the gender issue within research and training programmes;
<b>Thematic Area 5</b>	Measures against gender violence in the workplace.

Each of the aforementioned Thematic Area shows the following characteristics:

<b>Objectives</b>	General effects pursued in terms of systemic change;
<b>Actions</b>	One or more specific measures identified as operational strategies to achieve each objective;
<b>Institutional persons in charge</b>	Top managers or roles in the Institute's organizational chart responsible for decision-making with respect to the political direction adopted with each measure;
<b>Operational persons in charge</b>	Persons responsible for effectively drafting the stated measure and monitoring its operation;
<b>Timeline</b>	Expected period for the achievement of the pre-defined results;
<b>Performance indicators</b>	Performance thresholds or trend parameters to measure the effective products resulting from the implementation of each action.

Annex 1 lists some summary sheets created for each of the five identified thematic areas.

At the end of the document, the document reports a chapter dedicated to the impact assessment of the Plan, highlighting the areas of assessment and the methodologies that will be used to monitor and verify the results of the measures implemented in the three-year reference period.

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<sup>1</sup> The Working Group was established with Deliberation DOP/537/2022 of 22<sup>nd</sup> June 2022 and integrated with Deliberation DOP/355/2023 of 20<sup>th</sup> March 2023.

# 1. WORK-LIFE BALANCE AND INCLUSIVE CORPORATE CULTURE

The thematic area “work-life balance and inclusive corporate culture” is functional to the structure of an inclusive working environment that uses practices based on flexible working hours and support for parenting and care activities to promote the achievement of a reconciliation between private and working life. Istat is particularly sensitive to this issue because there is a prevalence of women among its employees (see Chapter 2).

## 1.1 Context and data analysis

The first factor analysed in this area concerned work from home<sup>2</sup> which, recently introduced on a massive scale, has undoubtedly had a positive impact on work-life balance, especially for women.

Data from the survey on work from home show that among its advantages the second most selected option after home-office commuting is a better reconciliation of personal with professional needs (taking care of my loved ones or myself). Moreover, as highlighted in Table 1.1, a gender peculiarity is evident in this answer, as women selected this option with a significantly higher frequency with respect to men (about 78% of total female respondents against 73% of men).

It should be furthermore noted that, in the same survey, if questioned whether they consider themselves more productive working remotely (totally or mainly) rather than in person (totally or mainly), women responded that they consider themselves more productive working remotely in a higher percentage than men (about 63% of the total female respondents against about 59% of men). It is believed that this aspect is connected to the one previously mentioned, as the flexibility of work from home allows women to guarantee high levels of productivity while more easily fulfilling their personal/family needs (see Table 1.2).

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<sup>2</sup> Work from home was introduced at the Institute on an experimental basis at the beginning of 2020, then, following the COVID-19 pandemic, the Administration complied with government provisions, derogating from the ordinary access and selection procedures and extending the use of this flexible working method to all staff able to carry out their activities remotely. From 2<sup>nd</sup> November 2021 and until 31<sup>st</sup> December 2022 (deadline subsequently extended to 28<sup>th</sup> February 2023), the performance of *work activities in all the Institute's offices was made in person, as the ordinary way of carrying out work*, in accordance with the provisions of the decree of the Minister of Public Administration of 8<sup>th</sup> October 2021 and according to the criteria established in the minutes of the meeting with the trade unions of the Institute signed on 28<sup>th</sup> October 2021. work from home, therefore, is authorised following the signing of an individual agreement between the employee and the competent Manager, referred to in Article 18, paragraph 1, of Law 22<sup>nd</sup> May 2017, n. 81 and has provided for a maximum of 20 days of work from home per two-month period, later modified in 10 days per month.

TABLE 1.1 – ADVANTAGES OF WORK FROM HOME

ADVANTAGES OF WORK FROM HOME	AGE GROUPS (WOMEN)				TOTAL FEMALE RESPONDANTS	% OF TOTAL N. OF FEMALE
	Up to 40 years	41 to 50 years	51 to 60 years	61 years or more		
None, I would prefer always in-office work	3	3	4	1	11	1.6
Avoid time spent commuting from home to the office	52	230	257	48	587	83.6
Reduce my expenses (travel costs, babysitting, etc.)	14	81	50	16	161	22.9
Have more independence and responsibility at work	9	36	47	10	102	14.5
Concentrate more and avoid distractions	24	83	117	12	236	33.6
Better reconcile personal with professional needs (taking care of my loved ones or myself)	47	229	230	42	548	78.1
Stimulate a change in work organization	6	40	71	10	127	18.1
Protect my health and that of my loved ones (fear that the office will not be safe from a health point of view for a long time)	10	58	65	21	154	21.9
None of these/I don't know	0	1	2	2	5	0.7
<b>TOTAL</b>	<b>59</b>	<b>273</b>	<b>306</b>	<b>64</b>	<b>702</b>	<b>100.0</b>

ADVANTAGES OF WORK FROM HOME	AGE GROUPS (MEN)				MALE RESPONDANTS	% OF TOTAL N. OF MALE
	Up to 40 years	41 to 50 years	51 to 60 years	61 years or more		
None, I would prefer always in-office work	0	0	1	2	3	0.9
Avoid time spent commuting from home to the office	33	83	142	30	288	81.4
Reduce my expenses (travel costs, babysitting, etc.)	17	34	37	13	101	28.5
Have more independence and responsibility at work	13	25	40	7	85	24.0
Concentrate more and avoid distractions	10	38	51	9	108	30.5
Better reconcile personal with professional needs (taking care of my loved ones or myself)	23	91	125	20	259	73.2
Stimulate a change in work organization	5	21	48	8	82	23.2
Protect my health and that of my loved ones (fear that the office will not be safe from a health point of view for a long time)	4	13	27	6	50	14.1
None of these/I don't know	0	0	1	1	2	0.6
<b>TOTAL</b>	<b>37</b>	<b>109</b>	<b>170</b>	<b>38</b>	<b>354</b>	<b>100.0</b>

Source: Istat, Task Force survey on work from home



TABLE 1.2 - PERCEPTION OF PRODUCTIVITY BY WORKING MODE

RESPONDENT BELIEVES TO BE MORE PRODUCTIVE WORKING	WOMEN				TOTAL ANSWE- RING WOMEN	% OF TOTAL WOMEN
	Up to 40 years	41 to 50 years	51 to 60 years	61 years or more		
Totally or mostly remotely	49	186	178	30	443	63.1
More or less equally remotely and in-office	8	77	107	28	220	31.3
Totally or mostly in-office	2	10	21	6	39	5.6
<b>OVERALL TOTAL WOMEN</b>	<b>59</b>	<b>273</b>	<b>306</b>	<b>64</b>	<b>702</b>	<b>100.0</b>

RESPONDENT BELIEVES TO BE MORE PRODUCTIVE WORKING	MEN				TOTAL ANSWE- RING MEN	% OF TOTAL MEN
	Up to 40 years	41 to 50 years	51 to 60 years	61 years or more		
Totally or mostly remotely	26	68	101	16	211	59.4
More or less equally remotely and in-office	10	36	59	15	120	33.8
Totally or mostly in-office	1	6	10	7	24	6.8
<b>OVERALL TOTAL MEN</b>	<b>37</b>	<b>110</b>	<b>170</b>	<b>38</b>	<b>355</b>	<b>100.0</b>

Source: Istat, Task Force survey on flexible work

Women's behaviour during the Covid-19 emergency period, during which there was no limit on the prevalence of in-office work, confirmed their preference for remote working. From the data on attendance, it emerges that 47.8% of women worked in a flexible mode at 90%-100% as against 41.7% of men.

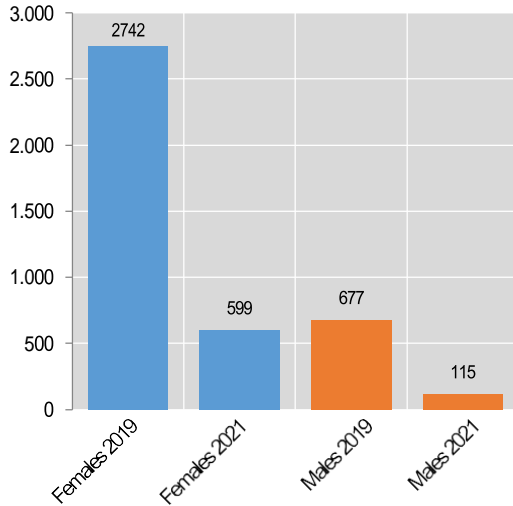
The reduction in the use of permits, whether in the form of parental leaves or for assistance to severely disabled people (pursuant to Law 104/92) was certainly encouraged by flexibility which, however, is not the only cause.

Comparing 2019 data, when work from home had not yet been introduced, with data from 2021, the year in which this working mode was widely used due to the pandemic emergency, the number of absences related to parental leave went from approximately 3,400 days in 2019 to approximately 700 days in 2021. In addition, these permits were used on an hourly basis approximately 800 times in 2019 and only 60 times in 2021.

Absences enjoyed in accordance with Law 104 follow a similar trend: they went from approximately 27,000 days in 2019 to less than 8,000 in 2021.

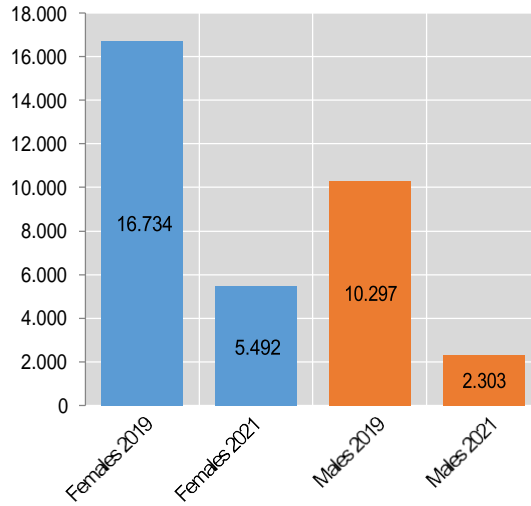
Analysing this data by gender, it emerges that in both years of reference women who took advantage of parental leaves are in a clear majority compared to men (see Chart 1.1). The same applies to the use of permits for Law 104 (see Chart 1.2). All this confirms the fact that women take on more care activities than men do and have therefore benefited more from the flexibility offered by work from home.

**CHART 1.1: NUMBER OF DAYS OF PARENTAL LEAVE BY GENDER IN 2019 AND 2021**



Source: Istat, Personnel Information System

**CHART 1.2: NUMBER OF DAYS OF LEAVE FOR ASSISTANCE TO SEVERELY DISABLED PEOPLE (LAW 104) BY GENDER IN 2019 AND 2021**



Source: Istat, Personnel Information System

Flexibility in work scheduling is undoubtedly another factor that contributes to the balance between work and private life. In this regard, it is interesting to note that in the period of the health emergency, the provisions adopted for the reduction of co-presence have allowed the desynchronization of schedules, that is, fewer people doing the same things in the same places, at the same times, using the same logistical and production infrastructures.

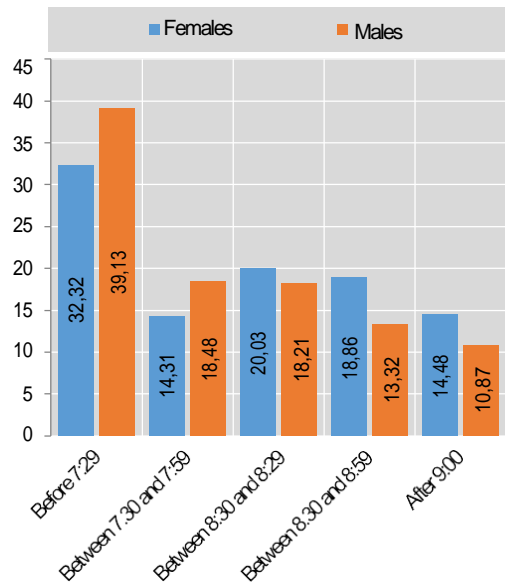
From the analysis of the entry and exit times of employees present in the Home-Work Travel Plan 2022<sup>3</sup>, no preference for certain days of the week or for particular time slots appears, except for a preference to enter in the 8:30-9:00 time slot.

With regard to attendance habits, the 2022 sustainable mobility survey shows that women tend to enter the office later than men, and therefore leave later (see Charts 1.3 and 1.4). A possible interpretation of these data is that they are due to the need of carrying out a series of activities related to family needs before starting work.

Part-time is another contractual institution useful for the reconciliation between work and private life. In fact, although not widely used especially after the introduction of work from home, the percentage of women who benefit from it is slightly higher with respect to men (2.13% of women work on a part-time basis as against 1.88% of men).

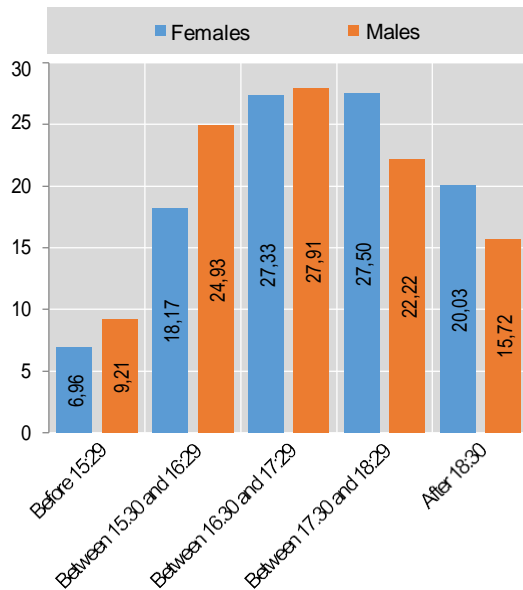
<sup>3</sup> Patrizia Grossi - Home-Work Travel Plan for the Roman offices (PSCL 2022) <https://www.istat.it/storage/trasparenza/19-altri-contenuti/mobilita-aziendale/2022/PSCL-sedi-romane.pdf>.

CHART 1.3: LEAVING HOME TIMES



Source: Istat, Sustainable Mobility Survey 2022

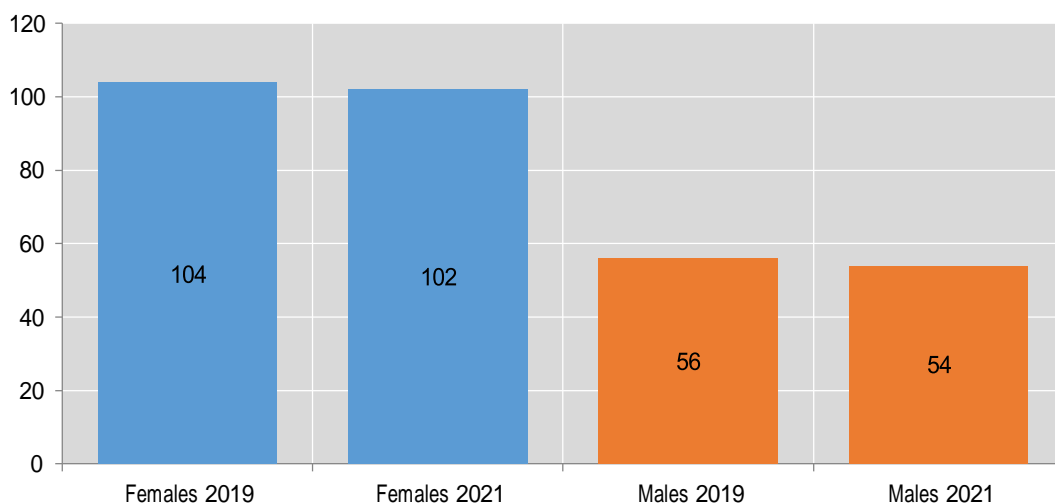
CHART 1.4: LEAVING THE WORKPLACE TIMES



Source: Istat, Sustainable Mobility Survey 2022

Remote working<sup>4</sup> is a further useful tool to achieve a balance between work commitments and private needs; adopted since several years by Istat and used by a small number of employees (7.56% of staff in 2019 and 7.88% in 2021), it nevertheless shows a significant gender peculiarity, as highlighted in Chart 1.5.

CHART 1.5: REMOTE WORKING



Source: Istat, Personnel Information System

<sup>4</sup> In Istat there are two types of flexible work (remote working and work from home); for this reason, both labels are used in the paper.

Finally, the perception of organizational well-being should not be overlooked, since it presents gender peculiarities, as demonstrated by the survey conducted in 2021 by Istat CUG (Guarantee Committee for Equal Opportunities, the Promotion of Workers' Well-being and Against Discrimination). The survey that aimed at collecting information on workplace well-being and identifying possible areas of discomfort shows that:

1. 18.4% of women believe more frequently than men (13.4%) that the tasks assigned to them 'often' require superior or different skills, while men are more likely to find this situation as occasional (41.5% of men responded 'sometimes' vs 37.8% of women) (see Table 1.3).
2. Men feel isolated from other colleagues more frequently than women do. In fact, the percentage among men of those who have felt 'always' or 'often' isolated is 16.3%, compared to 12.5% among women. Furthermore, 49% of women say they 'never' felt isolated from colleagues, compared to 42.8% of men (see Table 1.4).
3. Men believe more frequently than women do that the tasks they perform are characterized by rigid rules, procedures and deadlines: 39.1% of men compared to 32.3% of women said 'always' or 'often'. For 18.1% of women this situation 'never' occurs, while among men this percentage is 11.9% (see Table 1.5).

**TABLE 1.3 - PERCEPTION OF BEING EMPLOYED IN JOBS THAT REQUIRE SKILLS THAT ARE HIGHER OR DIFFERENT FROM THE EMPLOYEE'S JOB LEVEL. FREQUENCY OF RESPONSE BY GENDER, PROFESSIONAL LEVEL, AGE GROUPS AND SENIORITY OF SERVICE. YEAR 2020 (PERCENTAGE VALUES)**

GENDER	ALWAYS	OFTEN	SOMETIMES	NEVER
Females	5.5	18.4	37.8	38.3
Males	7.1	13.4	41.5	38.0

Source: Istat CUG, Organizational Wellbeing Survey 2021

**TABLE 1.4 - PERCEPTION OF ISOLATION WITH RESPECT TO COLLEAGUES. FREQUENCY OF RESPONSE BY GENDER, PROFESSIONAL LEVEL, AGE GROUPS AND SENIORITY IN WORK. YEAR 2020 (PERCENTAGE VALUES)**

GENDER	ALWAYS	OFTEN	SOMETIMES	NEVER
Females	1.6	10.9	38.5	49.0
Males	2.3	14.0	40.9	42.8

Source: Istat CUG, Organizational Wellbeing Survey 2021

**TABLE 1.5 - PERCEPTION OF LOW FLEXIBILITY OF RULES, PROCEDURES, DEADLINES, FREQUENCY OF RESPONSE BY GENDER, PROFESSIONAL LEVEL, AGE GROUPS AND SENIORITY IN WORK. YEAR 2020 (PERCENTAGE VALUES)**

GENDER	ALWAYS	OFTEN	SOMETIMES	NEVER
Females	9.2	23.1	49.6	18.1

Males	8.6	30.5	49.1	11.9
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Source: Istat CUG, Organizational Wellbeing Survey 2021

## 1.2 Objectives and actions

The data shown above indicate that care activities continue to be predominantly the responsibility of women; therefore, all initiatives and organizational choices functional to greater flexibility aim at promoting the balance between work and private life.

The objectives and actions that follow were identified based on a context analysis of the staff behaviour and on assessments expressed in various surveys carried out during 2021 and 2022.

### OBJECTIVE 1: FACILITATE WORK-LIFE BALANCE

Actions planned to achieve this objective focus on increasing flexibility in terms of work from home, remote working and part-time, use of solidarity holidays, and promotion of work-life balance measures and optimization of work organization, with a focus on team activities.

The suggested actions to implement this objective are.

**Action 1.1 Increase in flexibility in the use of work from home (number of days and basis)**

**Action 1.2 Implementation of work from home**

**Action 1.3 Consolidation of flexibility of remote working, part-time, flexible hours and optimization of the related administrative procedures**

**Action 1.4 Encouragement of the use of solidarity holidays**

**Action 1.5 Promotion/publicity of internally existing work/life balance measures**

**Action 1.6 Optimization of work organization to encourage maximum participation in team activities**

### OBJECTIVE 2: SUPPORT PARENTHOOD AND/OR CAREGIVING ACTIVITIES

Another aspect that contributes to ensuring work-life balance concerns the different types of financial support for care activities that may concern not only minors, but also all non-self-sufficient family members.

These activities and related actions therefore aim at promoting and rebalancing the financial aid to provide to staff, in order to ensure greater support for women who take on the greater burden of care activities for all family members.

The welfare benefits that the Institute provides to staff concern:

- a) Subsidies for the death of the employee or her/his family members

- b) Subsidies for medical expenses
- c) Contributions for attending public and private pre-schools, kindergarten and public primary schools
- d) Contributions for summer vacations
- e) Support for students enrolled in lower and upper secondary education
- f) Support for students enrolled in university institutes
- g) Scholarships for lower and upper secondary education
- h) Scholarships for university students
- i) Contribution for the use of public transport

All contributions are granted to employees in service on the date of submission of the applications and regulated by Articles 1 and 3 of a specific Regulation.

The suggested actions to implement this objective are.

**Action 2.1 Alleviation of the economic burden of cuts in salaries caused by care activities**

**Action 2.2 Set-up of agreements in favour of employees and their family members**

**Action 2.3 Correction of welfare contributions**

### **OBJECTIVE 3: INCREASING ORGANIZATIONAL WELL-BEING**

The survey conducted in 2021 by Istat CUG (Guarantee Committee for Equal Opportunities, the Promotion of Workers' Well-being and Against Discrimination) described in the paragraph on context has shown that it is considered useful to periodically monitor the perception of well-being through a specific survey<sup>5</sup>. It also led to the setting up of a body to which employees can turn not only for extremely critical situations but also for the mediation of small conflicts and/or for psychological counselling in the event of problems, as well as in order to strengthen an inclusive corporate culture.

The suggested actions to implement this objective are.

**Action 3.1 Establishment of the Counselling Point to manage staff/Administration relationships, mediate conflicts and offer psychological counselling to employees in the event of work-related problems**

**Action 3.2 Monitoring of the perception of work-life balance**

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<sup>5</sup> Survey on organizational well-being of Istat Committee for the Guarantee of Equal Opportunities (CUG).

## 2. GENDER EQUALITY IN LEADERSHIP AND DECISION-MAKING PROCESSES OF THE ORGANIZATION

According to the International Labour Organization (ILO), in Italy the share of women in managerial positions (senior management and middle management) is approximately 24%. The goal is to reach the threshold of 35% by 2026, also in the light of the experience of Spain and Switzerland, which are already above 33% and which, in the last 5 years, have recorded an increase of 4 percentage points, while remaining below other more advanced countries in terms of female leadership<sup>6</sup>. This is the case, for example, of Sweden, where the percentage of female managers already exceeds 40% of the total.

Furthermore, according to the Gender Diversity Index (GDI), the European study by EWOB (European Women on Boards) that annually analyses the gender distribution in the Boards of Directors (BoD) and in the top management of the largest European companies, in 2021 the percentage of women on the Boards of Directors stands at 35% (just one point more than the previous year) and only 7% of companies are led by a female Chief Executive Officer (CEO). This value amounts to only 3%<sup>7</sup> in Italy. In 2021, a survey analysed 668 companies from 19 European countries. The result of the survey indicates that, by constant speed of change, it will not be possible to reach the goal of a 40% share of women in the Boards of Directors by 2025.

The GDI Report also reveals that companies led by a female CEO have twice as many women in top positions (38%) compared to the average value (19%); on the contrary, in those led by a man, women are selected within the limits of 30% of available positions.

Istat *Rapporto SDGS 2021* (2021 SDGS Report)<sup>8</sup> also shows that in 2020 only 15% of listed companies in Italy (which represent 2% of the total market value of listed companies) have a female CEO; the value rises to 27% for the role of president or honorary president.

On the other hand, in our country only in 2022 and for the first time, the role of Prime Minister was conferred to a woman while, to date, in almost 77 years of history of the Republic, no woman has ever held the highest office of the State.

<sup>6</sup> National Strategy for Gender Equality: <https://www.pariopportunita.gov.it/media/2024/strategia-nazionale-per-la-parita-di-genere-2021-2026.pdf>.

<sup>7</sup> EWOB, Gender Diversity Index of Women on Boards and in Corporate Leadership, KANTAR PUBLIC.

<sup>8</sup> National Institute of Statistics, *Rapporto SDGS 2021. Informazioni Statistiche per l'Agenda 2030 in Italia*.

## 2.1 Context and data analysis

The positions of President, CEO, Department Director, Central Director and Head of Division<sup>9</sup> as of November 20, 2023 were taken into account for an initial assessment related to the topic of gender equality in leadership and decision-making processes of our Institute,.

In the Institute, the composition by gender in leadership positions shows different structure depending on the role (Table 2.1).

In addition to the absolute values, table 3.1 highlights the rate of feminization of total employment. This is given by the percentage ratio between the number of female employees with a given role and the total number of employees with the same role. The indicator takes on a value of zero in the case women are absent in a certain role and 100 in the case in which only women are present. In the specific case, it ranges from 63.5% found among Heads of Division to 53.3% of central directors and 50% of department directors.

In total, female managers account for approximately 59% of the total, but two men hold the positions of President and CEO, while there never has been a female President in the history of Istat.

TABLE 2.1 - STAFF WITH MANAGEMENT POSITIONS BY GENDER. NOVEMBER 20<sup>TH</sup>, 2023

MANAGEMENT POSITION	FEMALE	MALE	TOTAL	TOTAL FEMINIZATION RATE
President	-	1	1	-
General Director	-	1	1	-
Department Director	1	1	2	50.0
Central Director	8	7	15	53.3
Head of Division	33	19	52	63.5
<b>TOTAL</b>	<b>42</b>	<b>29</b>	<b>71</b>	<b>59.2</b>

Source: Istat, Personnel Information System

Table 2.2 provides further information on the percentage composition by managerial position, with specific data for male and female.

TABLE 2.2 - STAFF WITH MANAGEMENT POSITIONS BY GENDER. NOVEMBER 20<sup>TH</sup>, 2023 (PERCENTAGES)

MANAGEMENT POSITION	FEMALE	MALE	TOTAL
President	-	3.4	1.4
General Director	-	3.4	1.4
Department Director	2.4	3.4	2.8
Central Director	19.0	24.1	21.1
Head of Division	78.6	65.5	73.2
<b>TOTAL</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>

Source: Istat, Personnel Information System

<sup>9</sup> The number of Heads of Division includes personnel with the role of second-level administrative manager.



If we set the number of women in managerial positions equal to 100, it appears clearly that women are concentrated in the lowest level, that of Head of Division, with a share of the total equal to 78.6%. Among men, this percentage is 65.5%.

In addition, the share of personnel with the role of Central Director among men is equal to 24.1%, while it stands at 19% for women.

Currently, there are approximately 10% male managers in top positions (President, CEO, Department Director), while the threshold for the female component is 2.4%.

In general, there is a lack of gender detail in the Institute databases in various areas. For example, it would be very useful to have a database on the gender composition of decision-making bodies (Council, Committees, etc.).

Similarly, information on seniority, presence of children and direction of affiliation, broken down by males and females and available at microdata level, could be systematically analysed.

There are also gaps in data distinction by gender in relation to the roles of coordination of national and international task forces or working groups and to the composition of commissions of internal and external competitive exams (and tenders).

These are essential interventions to facilitate data monitoring and to define targeted actions to support gender balance in leadership and decision-making processes of the organization within our Institute.

## 2.2 Objectives and actions

Equality in the organization's leadership and decision-making processes will be pursued through a series of objectives that describe a real path aimed at promoting gender equality. The path that the Institute intends to follow aims at creating the conditions to remove a number of cultural and psychological barriers that still hinder gender balance.

### **OBJECTIVE 1: STRENGTHEN GOVERNANCE ON THE ISSUES OF EQUAL OPPORTUNITIES IN LEADERSHIP AND REGULATORY COMPLIANCE**

In order to improve the governance on the topic of gender equality, a number of actions are planned that aim at building a stable infrastructure to support the study and monitoring of gender issues.

#### **Action 1.1 Establishment of a permanent interdepartmental Committee**

It is of fundamental importance to have the widest possible sharing of the study and monitoring of actions that promote gender equality within the Institute. In this context, there is a proposal to establish a permanent interdepartmental body to deal with these activities. This will represent a true observatory on gender equality, ensuring constant discussion on the issues of the Gender Equality Plan, its monitoring and collaboration in its implementation. It will also have the task of implementing actions aimed at facilitating the dissemination of the plan, among

other things by planning periodic meetings on the progress of the work with key governance figures. In addition to internal actions and initiatives, the Committee will also be able to start joint working tables with other organizations in the research domain for a constant comparison on the theme of gender equality, the valorisation of diversity and the good practices adopted.

**Action 1.2 Implement the management system for Gender Equality, according to the UNI PdR 125:2022 practice, for its subsequent certification**

The certification of gender equality, in addition to strengthening the reputational image of the Institute, will allow organizations to obtain advantages in participating in Italian and European calls for tenders.

On March 16<sup>th</sup>, 2022, the Reference Guidelines (PdR) UNI 125:2022<sup>10</sup> on Gender Equality were published, outlining the requirements for the Certification referred to by the National Recovery and Resilience Plan (NRRP) and providing for the structuring and adoption of a set of performance indicators (KPIs) related to gender equality policies in organizations.

The action defines a roadmap that leads to obtaining certification from one of the accredited certification bodies.

**OBJECTIVE 2: BUILD A GENDER-CONSCIOUS INFORMATION FRAMEWORK FOR TOP MANAGEMENT POSITIONS AND DECISION-MAKING BODIES**

The analysis of the available data has highlighted a lack of information, partly because dispersed in different systems, especially in relation to top management positions. It is therefore necessary to build an information base that allows the mapping of gender imbalances in top management positions and decision-making bodies, to carry out analyses and to monitor the implemented actions.

**Action 2.1 Set-up of a database on the composition of the governing bodies**

In this regard, a database could be set up to collect and integrate the information related to the composition of governing bodies, management positions and other roles of responsibility in the Institute's bodies and committees from a gender perspective.

The implementation of this database should be inspired by the principles of reuse of available information and should reorganize the information in time series, ensuring the availability of constantly updated data.

**Action 2.2 Analysis of gender gaps in top positions and decision-making bodies**

As part of the activities of the subgroup Gender equality in leadership and decision-making processes of the organization, initially the subgroup reconstructed the time series of organizational charts and resolutions relating to the assignment of directors in the period 2011-2022.

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<sup>10</sup> <https://certificazione.pariopportunita.gov.it/public/dist/resources/prassi-di-riferimento-unipdr-pdr100866103.pdf>.

Based on the information collected, it will be then possible to map the gender dimension within the organization and build specific indicators.

### **Action 2.3 Annual reporting of data on leadership**

Regular reports on gender balance in leadership and decision-making processes will be prepared, which will help to identify the effectiveness of the actions undertaken, and determine further actions aimed at promoting the reduction of gender inequalities.

The data produced will flow into and feed the gender balance database and will allow the planning of positive actions as promoted by Istat CUG.

## **OBJECTIVE 3: STRENGTHENING THE EXPLOITATION OF GENDER DIVERSITY IN CULTURE AND IN ORGANIZATIONAL PRACTICES**

The actions envisaged will concern various areas related to communication.

In a broader sense, they will lead to a reflection aiming at strengthening the open and inclusive philosophy of the Institute.

In order to build a network that facilitates the circulation of information and knowledge and fosters the development of a culture of gender equality, it is essential to provide moments of communication and dissemination of such messages.

### **Action 3.1 Design of internal *mentoring* paths**

It is suggested to divide the actions envisaged into several paths, starting from the activation of mentoring programmes to support career progression based on the training methodology of knowledge transfer by women who have achieved their professional ambitions. The goal is establishing an interpersonal relationship in which the mentor represents a model that is not rigidly pre-established but only a reference: the mentor makes her own work experience available, transfers skills and motivational drives, develops attitudes and affinities with the interlocutor. At the same time, if internal to the same organization, the mentor creates a productive heritage and management culture useful to the organization itself.

### **Action 3.2 Organization of thematic events and inter-institutional round tables aimed at people with organizational/managerial responsibilities and at all the staff to share the culture of gender leadership**

Events dedicated to the staff may be held to raise awareness on issues related to gender equality in decision-making and management processes. Taking into consideration the target to which the action is addressed, for example, case studies and testimonials will be proposed that refer to leadership experiences, both male and female, that have stood out for their attention to issues of gender equality and inclusiveness in general.

The information and training initiatives will be of various types, including, for example, the development of gender skills and the overcoming of gender prejudices among staff, leaders and decision-makers, the creation and enhancement of working groups dedicated to specific topics and the

development of awareness through workshops and communication activities dedicated to all stakeholders.

### **3. GENDER EQUALITY IN THE PROCESSES OF RECRUITMENT OF NEW RESOURCES AND IN CAREER ADVANCEMENT**

The aim of this paper is to supply a picture of the main characteristics of human resources, as well as their placement in the various levels and their participation in the Administration's activities from a gender perspective, by analysing data on the Institute's staff from administrative sources.

The comparison of gender dimension data in the different areas of the internal and external context - and the related dynamics over time - allow, in fact, to develop, promote and adapt organizational, profitable and efficient initiatives, aimed at enhancing effective equality and eliminating gender inequalities.

#### **3.1 Legislation on access to public employment in Italy, gender equality and glass ceiling**

The Italian legislation guarantees gender equality, protecting access to public employment: Article 51 of the Constitution provides that «all citizens of either sex can access public offices and elected positions under conditions of equality, according to the requirements established by law».

Indeed, with the coming into effect of Constitutional Law 30<sup>th</sup> May 2003, no. 1, the constitutional principle of free access to public employment for men and women has been strengthened: a rule added to the first paragraph of Article 51 namely states: «to this end the Republic promotes equal opportunities between men and women with specific measures». Again, Article 37 of the Constitution establishes that women have a right to the same wages as men «for equal work».

Equal opportunities in access to employment are also addressed in Article 35, paragraph 3, letter c) of Legislative Decree 165 of 2001, establishing that "respect for equal opportunities between male and female workers" is one of the principles that public administrations have to observe in recruitment procedures (even for flexible contracts).

Furthermore, the Code for Equal Opportunities (Legislative Decree 1<sup>st</sup> April 2006, no. 198) reiterates in Article 31, paragraph 1 the prohibition of discrimination in access to public employment: "women can access all public positions, professions and employment, in the various roles, careers and categories, without limitations on duties and career progression, except for the requirements established by law".

It consequently emerges that the Legislative power intervened over the years, with the intent of preventing the adoption of mechanisms and/or criteria that may produce the effect of discriminating, if only indirectly, female personnel.

The analysis of regulatory data also shows that access to work, particularly in public employment, does not entail particular problems in terms of gender equality, problems that become however relevant when it comes to guaranteeing the same opportunities for professional growth to men and women.

This is the so-called "glass ceiling", an expression used to indicate a situation in which a person's career advancement is effectively thwarted, for reasons related to discrimination or obstacles of a social, cultural, racial or sexual nature.

Reflections on the causes of glass ceiling have been underway for several years also in Italy and have led to a new awareness of the means suitable for countering gender asymmetries in professional growth within the workplace.

In particular, some studies have highlighted that forms of flexible hours and work/life balance, although constituting means aimed at facilitating the occupational growth of the female component and allowing women to fulfil family care responsibilities that traditionally weigh more heavily on the female gender, often end up reducing their career outlook<sup>11</sup>.

This conclusion stems from the observation that in private and public work organizations, a "culture of presence" and "visibility" often prevails, in which the "face-time" rule is in force, i.e. a facade time, whereby "what matters is not so much being there, but showing that you are there". In other words, it has been demonstrated that the willingness to be more present at work is an indicator of professional success, although greater presence does not necessarily imply hours of actual work, but rather, precisely, hours of "greater visibility". Consequently, the commitment to long working hours goes together with the expectation of a reward in terms of career or personal prestige and this conclusion constitutes a crucial point in the debate on flexibility. Measures aimed at ensuring the reconciliation between work and family time are very important: these, as mentioned, seem to concern especially women by allowing them to manage their various commitments more easily. Nonetheless, these same measures often end up reinforcing the "glass ceiling" that separates women from managerial positions, which are linked, as already said, also to criteria of visibility and presence.

Scholars have therefore remarked that in public administrations and companies it is necessary to proceed with "a comprehensive reorganization that, by deconstructing the times and places of delivery of work performance, also deconstructs the culture of presence in favour of the culture of responsibility" towards the strategic objectives of the organization<sup>12</sup>.

Article 46 of Legislative Decree 198 of 2006 (Code for Equal Opportunities) provides that companies employing more than 50 workers should prepare a report on the situation of the personnel every two years. The report should specify data related to the status of hiring, professional progress, professional levels, category or qualification changes, and include information on recruitment

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<sup>11</sup> Silvia Gherardi e Barbara Poggio, *Pratiche di conciliazione: tra fluidità del lavoro e trappole di genere*, in *Proceedings of the National and European Conference What "kind" of reconciliation? Family, Work and Gender: balances and imbalances*, Trento.

<sup>12</sup> Zingarelli, D. "I modelli organizzativi e le differenze di genere", in M.G. (edited by) Catemario and P. Conti *"Donne e leadership. per lo sviluppo di una cultura organizzativa delle amministrazioni pubbliche in ottica di genere"*, Cantieri, Roma, 2003.

procedures and on the procedures used to access professional qualification and managerial training.

Article 17-quater of the so-called "Principle of gender equality recruitment decree" (Legislative Decree no. 80 of 9<sup>th</sup> June 2021) provides that the recruitment of resources in the Public Administration should take place ensuring criteria aimed at achieving effective gender equality, as provided for by the NRRP (National Recovery and Resilience Plan).

Furthermore, Article 5 of decree "NRRP 2" (Legislative Decree no. 36 of 2022) provides that, in order to effectively apply the principle of gender equality in the organization and management of the employment relationships, administrations should adopt measures that offer specific advantages to the less represented gender or avoid or compensate for career disadvantages.

Both the legislative bodies and the Ministry of Public Administration and Equal Opportunities have addressed the critical issues regarding the professional growth of female personnel. In its Directive 2 of 2019, the Ministry has invited Public Administrations to monitor differences in compensations and organizational positions, thus highlighting any pay gaps between men and women, and accordingly promote corrective actions also aimed at "increasing the presence of women in top management positions".

Lastly in October 2022, as part of the NRRP investment and reform programme, the Department of Public Administration and the Minister for Equal Opportunities and Family issued Guidelines on "Gender equality in the organization and management of employment relationships within Public Administrations". These aimed at providing practical guidelines to "support Public Administrations in achieving a better work organization that is more inclusive and respectful of gender equality [...], identifying critical issues and gradually addressing the renewal of organizational choices and the redesign of work processes with a constant attention to gender balance".

First of all the Guidelines clarify that gender equality in access and careers in the Public Administration should be measured through various monitoring criteria, such as the gender balance as defined in Article 10 of Legislative Decree no. 150/2009 and Directive of 23<sup>rd</sup> May 2007. Furthermore, data on the performance of each Public Administration in terms of equal opportunities and gender balance should be included in the Integrated Plan on Activity and Organization (PIAO), a single planning and governance document for Public Administrations, which also includes the Positive Actions Plan.

In paragraph 6.2, the Guidelines promote a broader participation of women in procedures to access managerial roles or positions of greater responsibility, urging Public Administrations to periodically monitor gender inequality in career advancement. This is achieved by measuring the percentage of female applications out of the total number of potential interested parties, compared to the percentage of male applications out of the total number of potential interested parties. In order to have a baseline to compare data, this analysis should be carried out on already concluded processes and implemented systematically on the following selection processes, in order to verify the improving trend over time.

In fact, a lower propensity of women to apply could be a hint of a lack of confidence in the organization's ability to recognize specific needs of reconciliation.

## 3.2 Context and data analysis

The study on the distribution of the Institute's staff covers a time span from June 2019 to February 2023, with particular reference to October 2022. An intermediate analysis was necessary because in the last months of the year several competitive procedures were carried out which changed the overall organization layout, thus affecting the composition by gender and level.

Overall, as of 1<sup>st</sup> February 2023 Istat staff amounts to 1,901 units and is composed of approximately 60% women (see Table 3.1). The temporal analysis compared to 30<sup>th</sup> June 2019 highlights a decrease in staff of 216 units but confirms the size of the gender ratio (see Table 3.3).

Since the objective of the analysis is to verify the gender composition in the top management levels, the staff was broken down into three subgroups in order to simplify the analysis:

- Administrative managers
- Staff belonging to levels I-III
- Staff belonging to levels IV-VIII

All subgroups show a higher ratio of male presence in the top management levels compared with female presence.

In February 2023, three men and one woman held the first level role among the administrative managers; in 2019, the ratio was 2 to 1.

In October 2022, approximately 44% of men among the staff belonging to levels I-III were classified in levels I and II while women reached only 35% (see Table 3.2).

In February 2023, the gender composition maintained the same trend but, due to the increase in female presence, the gap between women and men decreased by more than a half. In level I it was 3.7 points higher than that of women, a decreasing trend compared to the previous period, considering that in 2019 male representation was more than double of women's.

In the period 2019-2022, the distribution of staff in levels IV-VIII showed the same trend, whereby the presence in the top positions (corresponding to level IV) was almost 39% for men and was below 35% for women. In 2023, while the trend remained the same, the gender gap reduced (36% males and 34% females).

Notwithstanding the composition of the researcher/technologist staff which is constantly in favour of women (approximately 64 women for every 100 employees), the situation is therefore reversed at the first level (Research Manager/Technology Manager), where men are 15.5% and women 11.8% (in 2019 they were 11.8% and 6.1%).



TABLE 3.1 – ISTAT PERSONNEL AT 1<sup>ST</sup> FEBRUARY 2023

CONTRACTUAL LEVEL	ABSOLUTE VALUES			PERCENTAGE VALUES		
	Females	Males	Total	Females	Males	Total
Administrative Manager Level I	1	3	4	20.0	75.0	44.4
Administrative Manager Level II	4	1	5	80.0	25.0	55.6
<b>Total Administrative Managers</b>	<b>5</b>	<b>4</b>	<b>9</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>
Level I	67	49	116	11.8	15.5	13.1
Level II	185	103	288	32.6	32.5	32.5
Level III	316	165	481	55.6	52.1	54.4
<b>Total Levels I/III</b>	<b>568</b>	<b>317</b>	<b>885</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>
Level IV	189	163	352	33.7	36.5	35.0
Level V	167	73	240	29.8	16.4	23.8
Level VI	174	170	344	31.0	38.1	34.2
Level VII	22	30	52	3.9	6.7	5.2
Level VIII	9	10	19	1.6	2.2	1.9
<b>Total Levels IV/VIII</b>	<b>561</b>	<b>446</b>	<b>1,007</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>
<b>OVERALL TOTAL</b>	<b>1,134</b>	<b>767</b>	<b>1901</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>

Source: Istat, Personnel Information System

TABLE 3.2 – ISTAT PERSONNEL AT 1<sup>ST</sup> OCTOBER 2022

CONTRACTUAL LEVEL	ABSOLUTE VALUES			PERCENTAGE VALUES		
	Females	Males	Total	Females	Males	Total
Administrative Manager Level I	1	3	4	20.0	75.0	44.4
Administrative Manager Level II	4	1	5	80.0	25.0	55.6
<b>Total Administrative Managers</b>	<b>5</b>	<b>4</b>	<b>9</b>	<b>17.2</b>	<b>100.0</b>	<b>100.0</b>
Level I	29	38	67	5.5	12.9	8.2
Level II	157	92	249	29.8	31.3	30.3
Level III	341	164	505	64.7	55.8	61.5
<b>Total Levels I/III</b>	<b>527</b>	<b>294</b>	<b>821</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>
Level IV	205	174	379	34.6	38.8	36.4
Level V	193	95	288	32.5	21.2	27.7
Level VI	164	137	301	27.7	30.6	28.9
Level VII	22	31	53	3.7	6.9	5.1
Level VIII	9	11	20	1.5	2.5	1.9
<b>Total Levels IV/VIII</b>	<b>593</b>	<b>448</b>	<b>1,041</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>
<b>OVERALL TOTAL</b>	<b>1,125</b>	<b>746</b>	<b>1,871</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>

Source: Istat, Personnel Information System

TABLE 3.3 – ISTAT PERSONNEL AT 30<sup>TH</sup> JUNE 2019

CONTRACTUAL LEVEL	ABSOLUTE VALUES			PERCENTAGE VALUES		
	Females	Males	Total	Females	Males	Total
Administrative Manager Level I	1	2	3	20.0	40.0	30.0
Administrative Manager Level II	4	3	7	80.0	60.0	70.0
<b>Total Administrative Managers</b>	<b>5</b>	<b>5</b>	<b>10</b>	<b>14.7</b>	<b>100.0</b>	<b>100.0</b>
Level I	34	38	72	6.1	11.8	8.2
Level II	172	117	289	30.9	36.2	32.8
Level III	351	168	519	63.0	52.0	59.0
<b>Total Levels I/III</b>	<b>557</b>	<b>323</b>	<b>880</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>
Level IV	304	232	536	43.4	44.0	43.7
Level V	170	93	263	24.3	17.6	21.4
Level VI	186	153	339	26.6	29.0	27.6
Level VII	31	39	70	4.4	7.4	5.7
Level VIII	9	10	19	1.3	1.9	1.5
<b>Total Levels IV/VIII</b>	<b>700</b>	<b>527</b>	<b>1,227</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>
<b>OVERALL TOTAL</b>	<b>1,262</b>	<b>855</b>	<b>2,117</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>

Source: Istat, Personnel Information System

There is no male prevalence with regard to total personnel with assignment of responsibility: in November 2022, women were in charge with 57% of these tasks (39 women with assignment as against 30 men). Out of the 39 women with assignment, the role of Service Directors accounted for the greatest concentration (71.8%).

However, there is a greater male specificity among personnel with assignment as Central Director: out of total women with assignment, only 15.4% were central directors, whereas 33.3% of men with assignment were central directors; out of 16 central directors, 37.5% were women and 62.5% were men.

For the data reported above, refer to Table 1.1 of Chapter 1.

With regard to assignments of responsibility, in the period between January 2021 and March 2022, over 80% of the staff was involved in task forces or working groups (1,542 out of 1,871 staff units). Analysing the distribution of roles, there was a greater presence of men in the roles of coordinator and deputy coordinator. In particular, out of 746 men, 7.2% held the role of coordinator and 12.5% of deputy coordinator while, out of 1,125 women, 5.3% held the role of coordinator and 10.9% that of deputy coordinator.

The distribution by specialization confirmed the greater presence of men in the IT infrastructure sector (62.3%). On the other hand, a greater presence of women was found in Data analysis (71.2%), Surveys (66.7%), Economic analysis (65.2%) and in all the other sectors with the exception of the equal gender distribution of the resources involved in task forces and working groups in relation to Control and correction and Data migration (Table 3.4).

**TABLE 3.4 - NUMBER OF RESOURCES INVOLVED IN TASK FORCES OR WORKING GROUPS BY GENDER AND TYPE OF OUTPUT PRODUCED**

GENDER	DATA ANALYSIS	ECONOMIC ANALYSIS	DATA CONTROL AND CORRECTION	DATA MIGRATION	INFORMATION SYSTEM	INFORMATION ARCHITECTURE	SURVEY	CENSUS METHODOLOGIES	RECURRING ANNUAL DOCUMENTATION	NEW PROCESS UPDATE	WORK ORGANIZATION	COMMUNICATION PRODUCTS	RESEARCH PRODUCTS	INNOVATIVE PRODUCTS	TOTAL
ABSOLUTE VALUES															
Females	37	60	13	7	78	72	34	40	16	293	71	163	14	10	908
Males	15	32	13	7	69	119	17	30	9	170	45	90	10.0	8.0	634
Total	52	92	26	14	147	191	51	70	25	463	116	253	24.0	18	1,542
PERCENTAGE VALUES															
Females	71.2	65.2	50.0	50.0	53.1	37.7	66.7	57.1	64.0	63.3	61.2	64.4	58.3	55.6	58.9
Males	28.8	34.8	50.0	50.0	46.9	62.3	33.3	42.9	36.0	36.7	38.8	35.6	41.7	44.4	41.1
Total	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0

Source: Istat, Personnel Information System

With regard to the length of time in the same professional level of personnel broken down by gender, data in Table 3.5 (from 2022 CUG report - data as of 31/12/2021) show that a significant number of employees of both genders remain in the same professional level for a period exceeding 10 years. This without seeing recognized any economic and professional progression. The employee distribution by age shows that the majority of female workers (about 33.3% of total employees, 10% more than in 2020) and of male workers (about 23.4%, an increase of over 6 percentage points compared to the previous year) are over 50 years old, followed by employees aged between 41 and 50 (with higher percentage of female workers, 22.4% as against 12.5%). The share of male and female workers aged between 31 and 40 is significantly lower; finally, the share of employees aged under 30 is very small.

**TABLE 3.5 - SENIORITY IN NON-MANAGERIAL PROFILES AND LEVELS, BREAKDOWN BY GENDER AND AGE YEAR 2021**

PERMANENCE IN THE PROFILE (YEARS)	AGE GROUPS (MALE)						AGE GROUPS (FEMALE)						OVERALL TOTAL	% OF TOTAL NON-MANAGERIAL PERSONNEL
	≤ 30	FROM 31 TO 40	From 41 TO 50	FROM 51 TO 60	>60	Total Men	≤ 30	FROM 31 TO 40	From 41 TO 50	FROM 51 TO 60	>60	Total Women		
Below 3		29	43	40	6	118	1	33	95	62	6	197	315	16.89
Between 3 and 5	2	34	114	97	14	261	3	45	178	132	18	376	637	34.16
Between 5 and 10		6	22	11		39	4	22	13			39	78	4.18
Over 10		1	54	180	88	323		122	273	117		512	835	44.77
OVERALL TOTAL	2	70	233	328	108	741	4	82	417	480	141	1,124	1,865	100.00
% of total non-managerial staff	0.1	3.8	12.5	17.6	5.8	39.7	0.2	4.4	22.4	25.7	7.6	60.3	100.0	

Source: Istat, Personnel Information System

With regard to abnormal length of time in the same professional level (> 10 years), a substantial prevalence of the female gender is recorded in all age groups, with consequent slower times of professional growth.

**TABLE 3.6 - PERMANENCE OF STAFF IN THE SAME PROFESSIONAL LEVEL FOR A PERIOD LONGER THAN 10 YEARS BY AGE CLASS**

AGE GROUPS	PERIOD LONGER THAN 10 YEARS					
	Absolute values			Percentage values		
	Men	Women	Total	Men	Women	Total
Up to 30	0					
From 31 to 40	1		1	100.0	0.0	100.0
From 41 to 50	54	122	176	30.7	69.3	100.0
From 51 to 60	180	273	453	39.7	60.3	100.0
>60	88	117	205	42.9	57.1	100.0
<b>TOTAL LEVELS I-II-III</b>	<b>323</b>	<b>512</b>	<b>835</b>			

Source: Istat, Personnel Information System

The analysis of data referred to the period June 2019 - February 2023 therefore provides a rather clear picture of the situation in the Institute, where the staff consists of 60% women but with a larger representation of the male component in the top levels with the exception of Service Directors, although with a decreasing trend compared to 2019.

According to data from the State General Accounting Office, the detected gender asymmetry in the Institute relating to the staff as a whole mirrors the one in the Italian public sector. In fact, the Annual Account of the State Accounting Office<sup>13</sup> annually publishes data<sup>14</sup> on the size and costs of the Public Administration<sup>15</sup> personnel. These data show that public employees in Italy are approximately 3 million and 240 thousand<sup>16</sup>, women represent 58% of the total and have an average age of 50.32 years, slightly higher than that of men (49.24 years). Between 2011 and 2020, a significant reduction in the number of public employees was observed (equal to 1.2%), which however exclusively concerned men (down 9.6%) while the number of women increased by 5.5%.

<sup>13</sup> The annual survey carried out by the State General Accounting Office for the preparation of the Annual Account is carried out pursuant to Title V of Legislative Decree n. 165 of 30<sup>th</sup> March 2001. In fact, public administrations are required to send the annual account every year via the SICO information system (Knowledge System of Public Administration Employees) which constitutes the database of public administration employees.

<sup>14</sup> Data refer to 2020 (latest available data).

<sup>15</sup> The universe considered in the Annual Account survey includes personnel working in the Administrations that have central and local functions; personnel working in the education and research sector and in the health sector, personnel belonging to the independent sector and out of sector and finally all personnel working in the organization acting under public employment law.

<sup>16</sup> The total staff is composed of permanent staff and other staff. Fixed-term workers, persons employed by a public body to carry out socially useful work (LSU), workers in training and workers with temporary contracts are not included.

### 3.3 Objectives and actions

The aforementioned Guidelines of the Department of Public Administration on “Gender equality in the organization and management of the employment relationships with Public Administrations” published in October 2022 identify a series of actions that affect certain aspects of personnel selection. They recommend avoiding the assignment of extra points in relation to the length of a given assignment (e.g. number of years spent in a certain role) or the performance of additional assignments with respect to ordinary work (e.g. appointments to commissions or committees outside the administration to which they belong). Absences due to maternity and family care are also considered.

In order to reduce the impact of time on career advancement, the Directive suggests:

- to use psychological or vocational tests that comply with diversity management regulations when carrying out selection processes (e.g. ISO 30415:21);
- to specify criteria for the evaluation of qualifications related to professional experience capable of reducing the impact of their duration, e.g. using intervals rather than specific measurements (e.g. “up to 2 years: X points” rather than “for each year: X points”). This in order to neutralize the negative effect of absences related to parenthood or the fulfilment of family management obligations;
- to include assessment experts or occupational psychologists in the composition of the commission to be entrusted with an evaluation of soft skills, in line with the skill model used;
- to select the composition of the judging committees ensuring gender balance and also considering specific trainings on the issues of inclusion and diversity management as preferential criteria;
- to train its own recruitment staff on these issues, in order to have an internal presence capable of offering support to the committees and compliance with the procedure;
- to provide clear criteria on the assignment of scores and on the guarantees of anonymity.

Moreover, in managing employment relationships, among the useful means to neutralize the gap caused by care duties the Guidelines specify:

- the definition of time slots for scheduling meetings and the maximum time beyond which a call is to be considered an exception, also for managerial roles, including top management roles;
- the setting up of remote connections by default, including video-conferences, whenever in-person meetings are called;
- the re-engineering of work processes aimed at promoting work by objectives;

- the development of experimental mentorship programmes that promote the transfer of inter-gender as well as inter-generational experiences;
- the implementation of programmes dedicated to the re-entry after maternity/paternity and aimed at managing the update of resources following prolonged absences (training, but also setting up of periodically updated information to be used voluntarily during the period of absence);
- the planning of performance objectives consistent with the targets that the administration intends to achieve, in order to achieve more balanced performances with respect to gender policies.

In order to promote a wider dissemination of the culture of female leadership, according to the Directive it is appropriate for each administration:

- to make mandatory basic training available for all staff, similarly to training set up for the fight against corruption, including self-training with e-learning modules, and to organize specific training initiatives on female empowerment;
- to use the communities of practice of human resources managers as places for discussion and dissemination of good practices on the topic.

The definition of adequate tools to verify and manage progress enforces the effectiveness of the proposed actions. These are:

- the identification of processes and roles, starting from those already provided for by the regulations (such as Istat CUG or the Confidential Counsellor), to identify and manage forms of non-inclusiveness or failure to comply with rules to promote inclusiveness;
- the definition of binding objectives for the top administrations management, linked to gender equality, in which the entire organization has to be involved (e.g. general directive for administrative activity and management);
- the introduction of rewards and incentives in the evaluation of performance (both for the organization and the individual) to achieve measurable objectives of gender impact;
- the specific monitoring of disciplinary violations related to gender issues, with possible adjustment of the codes of conduct and disciplinary codes to reinforce the fight against the phenomenon.

In line with what specified in the Guidelines and in order to have the most possible detailed information from a gender perspective, it would be first necessary to prepare a constant flow of information to allow continuous monitoring of the personnel from the start of career to retirement. These data should be collected and controlled by sex/gender. In addition, related annual reports should be prepared based on specific indicators.

Presently, the gender dimension is not much valued in the Institute if one considers that there are no actions dedicated to training/awareness on the topic

of gender equality nor mentoring programmes for managerial/non-managerial staff. Furthermore, there are no work/life balance services promoted by the Institute, nor a budget item to support specific actions in this sense in order to prevent that the social burden of certain life choices (parenthood/caregiver/health issues) may have a negative impact on women's career prospects.

This section lists the objectives and actions referred to the 2023-2025 three-year period and considered useful and adequate to achieve equal opportunities between men and women in the process of recruiting new resources and in the career advancement of staff.

#### **OBJECTIVE 1: PROMOTE EQUAL OPPORTUNITIES IN THE PHASES OF RECRUITMENT AND CAREER ADVANCEMENT**

The first objective determines the need to have an adequate and constant flow of information by gender, collected over time, in order to set up analysis and monitoring processes concerning the progress of the career advancement of Istat staff. If constantly carried out, this activity would allow the introduction of corrective actions to achieve the objectives of equality between men and women in career advancement and in the equal distribution of positions, especially at the top management level.

Below are the two actions identified to achieve this first objective.

**Action 1.1: Setting up a recurring monitoring of gender inequality in career advancement**

**Action 1.2: Review notices of competitive exams, evaluation criteria for career progression and the composition of the examination boards to comply with the terms set by the guidelines on “Gender equality in the organization and management of the employment relationships within Public Administrations” (validation of periods of leave for care reasons, such as maternity, care of non-self-sufficient persons, parental leave).**

#### **OBJECTIVE 2: PROMOTE INITIATIVES AND SERVICES TO SUPPORT GENDER EQUALITY IN CAREER PATHS**

The second objective aims at launching initiatives to support gender equality. Below are the two actions identified to achieve this objective.

**Action 2.1: Put into action dedicated training courses after maternity/parental leaves**

**Action 2.2: Include a section in Istat CUG organizational well-being questionnaire to explore the needs of female staff, in relation to career advancement.**

## 4. INCLUSION OF GENDER ISSUES IN RESEARCH AND TRAINING PROGRAMMES

Istat three-year strategic planning confirms the focus of research, with a specific in-depth analysis of the development of methodological and thematic research. Since research in the Institute is an essential component of the strategy for the full use of the information potential of statistical products, also in terms of implementation of thematic research projects, gender indicators are more essential than ever within this framework.

### 4.1 Legislation on gender statistics

In the near future, the gender dimension will have a specific and independent relevance in the context of the planning of official statistics. Recently, Law n. 53 of 5<sup>th</sup> May 2022 (“Provisions on statistics on gender violence”)<sup>17</sup> introduced namely the requirement for entities “who participate in the official statistical information programme, included in the national statistical programme [...] to provide data and information for the surveys foreseen by the national statistical programme and to collect, process and disseminate data relating to people disaggregated into men and women” (Article 2, paragraph 4).

The same law also established that “official statistical information is produced in such a way as to ensure: a) the disaggregation and equal visibility of data related to women and men; b) the use of gender-sensitive indicators” (Article 2, paragraph 5). Law n. 53 entrusted Istat with the task guaranteeing that all Sistan (National Statistical System) bodies implement these provisions. Directives from the Policy-making and Co-ordinating Committee for Statistical information (COMSTAT) are some of the tools to achieve this goal as well as “adaptation of the paperwork necessary for the fulfilment of the obligations related to the collection of statistical information by public administrations” (Article 2, paragraph 6).

### 4.2 Context and data analysis

In the area of research projects, and specifically those with external funding, the need to assess participation by gender has proven to be more relevant and necessary than ever, not only internally to Istat but also externally, because of data requested by the European Commission on projects funded by the European Union. Information in this area is also always useful to Istat Guarantee Committee (CUG). One of the requirements for access to funds from the Horizon Europe research programme focuses on training. In this regard, Istat will have to strengthen its offering. To date, the only one course provided, entitled "Gender

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<sup>17</sup> Published in the Official Journal of the Republic of Italy on 24<sup>th</sup> May 2022.



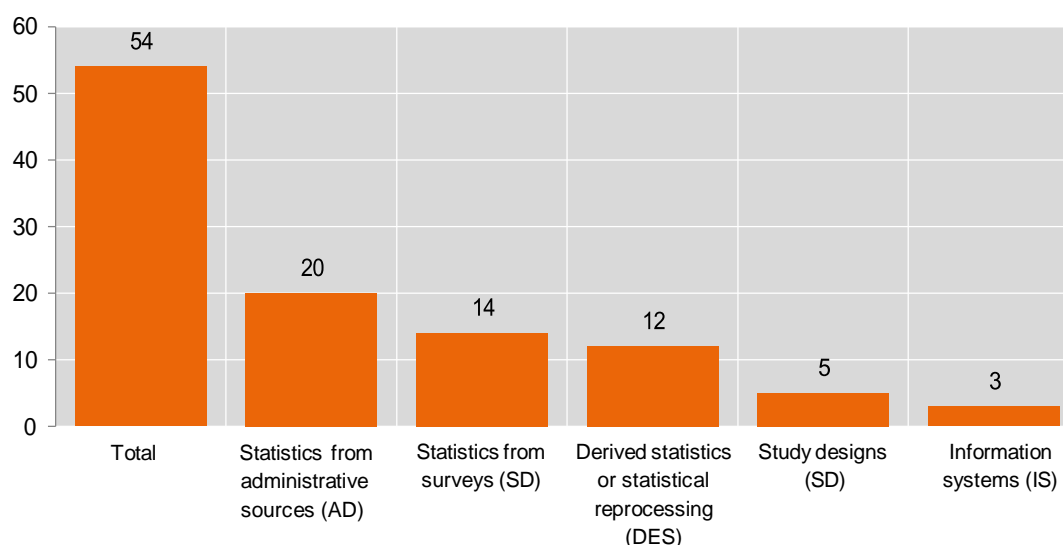
equality in policies and diversity management tools", held by the National School of Administration (SNA), has seen very limited participation.

It is also essential to assess Istat's contribution to gender culture through the production of gender-sensitive statistics and indicators. Therefore, the assessment and analysis of sex/gender variables in statistical works produced by Istat and included in the National Statistical Programme (PSN), and the identification of statistical products aimed at investigating facts related only to women, are crucial.

Statistical works performed by Istat represent 39% (316) of all the works present in the 2020-2022 National Statistical programme (PSN) currently in force (811). In the 316 statistical works performed by Istat the gender variable is present in only 54 works (17%).

The gender variable with respect to the type of work (see Graph 5.1) is mostly recurrent in Statistics from administrative sources (20 works), followed by Statistics from surveys (14) and finally Derived statistics or re-elaborations (12). The presence of the gender variable is minimal in Project studies (5) and in Information systems (3).

**CHART 5.1: ISTAT STATISTICAL WORKS, BY TYPE OF WORK, IN WHICH GENDER IS MEASURED**



Source: Istat, processing from PSN 2020-2022 data

A result analysis by sectors and Quality Circles shows the highest concentration in Socio-demographic statistics (29) and in Socio-economic statistics (16). Compared to the distribution by Quality Circles, considering that 11 Circles out of 16 have at least one work in which the sex variable is present, the highest frequency is found in Population and households; living conditions and social participation (22), Health, healthcare and social assistance (12) and Justice and security (7).

The expression gender statistics means statistics that adequately reflect the differences and inequalities in the situation of women and men in all sectors of

life<sup>18</sup>. A large part of the statistics produced by Istat, especially in the social sphere, are disaggregated by sex, and the attention to gender issues is also reflected in a certain number of thematic publications dedicated to gender issues.

As an example, the volume "Come cambia la vita delle donne (2004-2014)"<sup>19</sup> uses the large amount of Istat available information to study the female world through comparative analyses with men and in the different realities of the country. Another example is the more recent volume "*I tempi della vita quotidiana - Lavoro, conciliazione, parità di genere e benessere soggettivo* (The timelines of daily life - Work, reconciliation, gender equality and subjective well-being)"<sup>20</sup> that investigates people's life timelines through about 70 indicators proposed by UNECE to illustrate some dimensions of the social and economic life in different countries in a standardized and comparable way.

The investment made in recent years to include the gender point of view in two products of significant importance for the Institute is also worth mentioning. These are the Annual Report (among the innovative elements of 2023 edition, a focus on gender in-depth analyses through all the four major themes addressed by the Report)<sup>21</sup>, and 2022 Equitable and sustainable well-being in Italy (BES) Report (with focus on gender inequalities in the introduction)<sup>22</sup>. Also noteworthy in this area is the Survey on stereotypes on gender roles and the social image of violence carried out in 2023 by Istat as part of a Collaboration Agreement with the Department for Equal Opportunities at the Presidency of the Council of Ministers<sup>23</sup>.

The importance of gender issues in Istat activity is also highlighted by three specific initiatives dedicated to the topic (Development and enhancement of gender statistics; Preparation and development of databases for the research network, well-being, sustainability, the NRRP and the gender balance; Equality and sustainability. Gender balance and environmental balance).

The work on these issues carried out by Istat within International task forces to produce guidelines that may improve the comparability of gender statistics in different aspects of official statistics<sup>24</sup> is also very important. Within this

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<sup>18</sup> See UN Statistics Division, *Integrating a gender perspective into statistics, Studies in Methods, Series F* No. 111, 2016: <https://unstats.un.org/unsd/demographic-social/Standards-and-Methods/files/Handbooks/gender/Integrating-a-Gender-Perspective-into-Statistics-E.pdf> e UNECE, *Developing gender statistics: a practical tool*, 2010: <https://unece.org/DAM/stats/publications/Developing-Gender-Statistics.pdf>.

<sup>19</sup> See Istat, *Come cambia la vita delle donne (2004-2014)*, 2015, <https://www.istat.it/it/files/2015/12/come-cambia-la-vita-delle-donne.pdf>. This volume represents the update of a similar work published in 2004, with the aim of assessing the main transformations that have taken place in the female world ten years later, also thanks to the use of new sources that have allowed the analysis of further aspects such as absolute poverty, contraception, violence against women, gender stereotypes.

<sup>20</sup> See Istat, *I tempi della vita quotidiana - Lavoro, conciliazione, parità di genere e benessere soggettivo*, 2019, <https://www.istat.it/it/files/2019/05/ebook-i-tempi-della-vita-quotidiana.pdf>.

<sup>21</sup> See Istat, *Rapporto Annuale 2023. La situazione del Paese*, <https://www.istat.it/it/archivio/285017>.

<sup>22</sup> See Istat, *Rapporto BES 2022: il benessere equo e sostenibile in Italia*, <https://www.istat.it/it/archivio/282920>.

<sup>23</sup> The Survey on gender stereotypes and the social image of violence, whose first edition was conducted in 2018, began in May 2023 and is not yet finished. Provisional results were released in November 2023 (see [https://www.istat.it/it/files/2023/11/STAT\\_TODAY\\_Stereotipi.pdf](https://www.istat.it/it/files/2023/11/STAT_TODAY_Stereotipi.pdf)).

<sup>24</sup> Among these, the following UNECE task forces are particularly noteworthy: Task Force on Developing Gender Statistics (2010), Task Force on Indicators of Gender Equality (2014), Task Force on Unpaid

framework, Istat coordination of the group Gender in Business/Trade statistics within the Advisory Group on gender mainstreaming of the Statistics Division of the United Nations led to the production of guidelines in a statistical domain in which the gender perspective is still negligible<sup>25</sup>.

Finally, Istat's commitment to providing information on violence against women is worth mentioning. This information is now available in a dedicated page on the institutional website "Violence against women", prepared as part of the National Plan to fight violence against women, in collaboration with the Department for Equal Opportunities of the Presidency of the Council of Ministers<sup>26</sup>. The website aims at making an integrated information framework on violence against women in Italy available, thus providing an overall view of the situation through the integration of data from various sources (Istat, Department for Equal Opportunities, Ministries, Regions, Anti-violence Centres, Shelters and other services such as the public utility number 1522). On the page, also documents on Italian and European policies to fight violence, on prevention, on training activities in schools and among operators, as well as statistical and analytical reports are available.

## 4.3 Objectives and actions

### **OBJECTIVE 1: QUANTIFYING THE PERVASIVENESS OF THE GENDER ISSUE IN ISTAT RESEARCH PROJECTS AND STATISTICAL WORKS**

The development of IT tools is very useful to detect thematic projects that deal with gender. IT tools such as the use of specific keywords/tags and specific search engines could be introduced in Istat data warehouse. As a result, it could be possible to obtain useful indicators that address the gender issue, for example the percentage of thematic research projects and the percentage of staff participation disaggregated by gender and role.

One proposal concerns the possibility of extending the analysis of the presence of the gender variable to all statistical works contained in the National Statistical Programme (PSN) and not only to those carried out by Istat, in order to have a picture as complete and exhaustive as possible of the gender variable in all statistical works currently active.

**For all surveys that include the gender variable (e.g. demographic, social, economic and business surveys), data are anyway widely present in the data warehouse. However, it may be particularly useful to carry out a specific analysis aimed at verifying the frequency of the gender variable and identifying any deficiencies, in order to offer a complete and accurate information framework.**

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Household Service Work (2017), Task Force on Communicating Gender Statistics (2018), Task Force on Measuring Intra-household Power and Decision-making (2020).

<sup>25</sup> The Guidance note on integrating the gender perspective in business and trade statistics prepared within the group will be submitted to the United Nations Commission for its official approval.

<sup>26</sup> <https://www.istat.it/it/violenza-sulle-donne>.

The actions proposed to implement this objective are as follows.

**Action 1.1 To develop an IT tool to detect research projects and the various Institute surveys that address the gender issue**

**Action 1.2 To monitor the presence of the gender perspective in the research projects and in the Institute's PSN statistical works**

## **OBJECTIVE 2: DETECTING FEMALE PARTICIPATION OF ISTAT STAFF IN EXTERNALLY FUNDED RESEARCH PROJECTS**

The activity related to this proposed objective, to be implemented over a three-year period, is the improvement of TimeSheet, a management system used in the Institute to manage externally funded research projects; through this tool, a report could be produced by gender and role. In this way, it would be possible to obtain data related to female participation that separate female researchers and technologists (who carry out research activities) from female employees belonging to the administrative staff (who carry out management activities).

The actions proposed to carry out this activity are as follows.

**Action 2.1 To implement an IT tool**

**Action 2.2 To prepare a report with disaggregated data on gender participation in externally funded research projects**

## **OBJECTIVE 3: ENCOURAGE FEMALE PARTICIPATION IN TRAINING COURSES**

Among the main actions planned to facilitate and monitor female participation, support to training activities that encourage a blending mode is particularly important.

Tools for the promotion, dissemination and monitoring of training initiatives, including specific evaluation questionnaires with the aim of identifying their quality and any reconciliation needs for their attendance could integrate the action.

The actions planned for this purpose are as follows.

**Action 3.1 Identifying critical issues in participation in training activities**

**Action 3.2 Providing support to training activities (blending mode)**

## **OBJECTIVE 4: DISSEMINATE GREATER AWARENESS ON GENDER ISSUES**

To pursue the objective of "mainstreaming the gender perspective in the production of statistics", i.e. the integration of the gender perspective in the production of statistics<sup>27</sup>, the plan proposes the preparation of specific training programmes. These should be specifically aimed at the staff of the service

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<sup>27</sup> This expression refers to the fact that gender issues and gender-based prejudice have to be systematically taken into account in the production of all official statistics and at all stages of data production. See United Nations Handbook: *Integrating a Gender Perspective into Statistics*, <https://unstats.un.org/unsd/demographic-social/Standards-and-Methods/files/Handbooks/gender/Integrating-a-Gender-Perspective-into-Statistics-E.pdf>.

production and data collection and provide the tools necessary to incorporate the gender perspective in current work, from the phase of preparation of survey tools to that of data analysis and presentation. In particular, the following action is proposed.

**Action 4.1    Implementation of ad hoc training initiatives on equal opportunities and the exploitation of gender differences**

**OBJECTIVE 5: PROMOTE GENDER-RESPECTFUL AND INCLUSIVE LANGUAGE, BOTH INSIDE AND OUTSIDE THE INSTITUTE**

The action proposed to achieve this objective is as follows.

**Action 5.1    Preparation of Guidelines for the correct use of gender-respectful and inclusive language**

## 5. MEASURES AGAINST GENDER VIOLENCE IN THE WORKPLACE

It should be noted that gender violence and harassment in the workplace is too often underestimated and at the same time very difficult to fight. Data collected with structured surveys show that violence very often lurks in hidden places of society and the workplace. In fact, these are mostly non-evident episodes, hardly perceived as elements of disruption in daily life, but rather assumed as unavoidable aspects by the victims themselves, who often find it difficult not to perceive them as purely accidental, and consequently cannot implement adequate protective behaviours.

The assessment of interventions to fight them in the management of public administrations is therefore not a simple activity and requires specific investment, timely monitoring systems and adequate skills. This involves the set-up of feasibility studies aimed at identifying the possible recipients, the institutional and operational referents, the human resources available to carry out the projects, the available financial resources and the scheduling of targeted actions.

The effectiveness of projects of this type depends on the ability to capitalize on previous experience, in order to remodel the actions already undertaken, possibly introducing useful innovations to fill the gaps with respect to the initial objectives. This involves fine-tuning the specific characteristics of the actions keeping in mind a broader picture, capable of promoting the exploitation of all different characteristics linked for example to age, culture, physical ability, sexual orientation, and so on.

The following are the key points of the design of the actions in the Institute:

- Identifying the different types of violence and discrimination, both against women as potential victims and on groups identified as weaker and/or bearers of elements of diversity that can be the object of discrimination (e.g. disabilities).
- Ensuring proper education and actions aimed at understanding which stereotypes have taken root and how to intervene to eradicate them. The key concept is that everyone should be safe in the workplace, be free to express their ideas and emotions and pursue their educational and professional choices without feeling bound by stereotypes regarding gender roles.
- Giving continuity and coherence to policies already undertaken, and setting up objectives and actions capable of breaking down the obstacles that still prevent the achievement of gender equality in the wake of the experience of recent years.
- Integrating and aligning our activities with the European Union guidelines.
- Exploiting the experience of work from home as a tool for work-life balance, paying attention to the necessary corrective actions aimed at preventing,

where possible, remote working from becoming a form of active isolation or discrimination.

- Guaranteeing help and support to victims of violence, through fine-tuned support measures.

## 5.1 International and national legislation

The first international agreements to protect women's rights date back to the beginning of last century. However, it was not until 1979 that the UN General Assembly approved the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW), ratified on 10<sup>th</sup> June 1985 by Italy (Law no. 132/85).

CEDAW marks a historic turning point in the path of claiming women's human rights. In fact, it commits the countries that have signed it to recognize the legal equality between men and women, abolish discriminatory laws, fight gender violence, eliminate stereotypes associated with the traditional roles of men and women in family and society and establish courts and public institutions to ensure effective protection against discrimination<sup>28</sup>.

Since the end of the 1980s, there has been an ever-increasing definition of countermeasures to be adopted by employers. The European Framework Directive no. 89/391/EEC of 12<sup>th</sup> June 1989, in providing for minimum mandatory measures to be adopted in the field of health and safety, also imposes a series of preventive measures on Member States with respect to violence and harassment events, including those related to psychosocial risks. A few years later, on 20<sup>th</sup> December 1993, the UN General Assembly adopted the Declaration on the Elimination of Violence against Women with Resolution no. 48/104.

In 2007, the European partners signed the European Framework Agreement on Harassment at Work, later complemented by the Multisectoral Guidelines on tackling third-party violence and harassment at work, approved on 16<sup>th</sup> July 2010. On the following year, on 7<sup>th</sup> April 2011, the Council of Europe adopted the Convention on preventing and contrasting violence against women and domestic violence (Istanbul Convention). The Convention aims at creating a comprehensive framework for the protection of women against all forms of violence, with specific focus on domestic violence. The instrument is structured according to the so-called "three Ps": prevention, protection and punishment of perpetrators. A few months later, the European Parliament, through the Committee on Women's Rights and Gender Equality, adopted Resolution 2011/2244(INI)<sup>29</sup> on equality between women and men in the European Union.

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<sup>28</sup> Among the many measures to eliminate discrimination cited by the Convention: the right to work and rights at work (Article 11); rights related to health and family planning (Article 12), equality before the law (Article 15), in the family and marriage (Article 16), in education and instruction (Articles 5 and 10), in participation in political life (Articles 7 and 8), in sport, in access to credit (Article 13), in the granting or loss of nationality (Article 9).

<sup>29</sup> The resolution was adopted on 30<sup>th</sup> November 2011.

The evolution of the Italian legislation on violence against women began with the ratification of Istanbul Convention on preventing and combating violence against women and domestic violence (Law n. 77 of 27<sup>th</sup> June 2013); following ratification, Italy has implemented a series of measures aimed at establishing an integrated strategy to combat violence in the spirit of the Convention. The first action in this direction was Legislative Decree n. 93 of 14<sup>th</sup> August 2013, adopted a few months after the ratification of the Convention, which brought about significant changes in the criminal and procedural fields and provided for the periodic adoption of Action Plans against gender-based violence.

With reference to Italy, it is possible to summarize the main legislative measures as follows.

- Legislative Decree n. 198/2006, named "Code of Equal Opportunities between Men and Women", and introduced pursuant to Article 6 of Law n. 246 of 28<sup>th</sup> November 2005.
- Legislative Decree n. 81/2008, which in Article 1 takes social principles already established in the European legislation and international conventions on the subject into account. The legislative provision refers to Article 117 of the Constitution and to the statutes of the autonomous regions and intends to guarantee "uniform protection of female and male workers on the national territory".
- Security Decree of 23<sup>th</sup> February 2009 approved with Legislative Decree n. 11/99 and converted into Law 38/2009 "Urgent measures on public safety and the fight against sexual violence, as well as on stalking". The text introduced, among other things, the crime of "persecutory acts" (so-called stalking).
- Legislative Decree n. 93/13 called "Urgent provisions on security to combat gender violence", converted (with amendments) by Law n. 119 of 15<sup>th</sup> October 2013. The legislative text attempts to address the problem of femicide and violence against women in Italy as a whole for the first time.
- Law n. 69 of 19<sup>th</sup> July 2019 (so-called Red Code) which had the greatest impact in fighting against gender-based violence and strengthened procedural protections for victims of violent crimes. Particular reference was made to crimes of sexual and domestic violence, introducing some new crimes into the criminal code. Among these, the following may be included: deformation of a person's appearance through permanent facial injuries, illicit dissemination of sexually explicit images or videos and coercion or induction into marriage. The Law also increased the penalties provided for the crimes most frequently committed against female victims (abuse, stalking, sexual violence).
- Law n. 134 of 27<sup>th</sup> September 2021 on the reform of the criminal process, which has provided for an extension of protections for victims of domestic and gender-based violence.
- Law n. 4 of 15<sup>th</sup> January 2021, with which Italy has ratified the C190 Convention of the International Labour Organisation (ILO) of 29<sup>th</sup> June 2019 on the elimination of violence and harassment in the workplace. The



Convention is the first international instrument that provides standards aimed at fighting against violence and harassment in the workplace.

- Law n. 53 of 5<sup>th</sup> May 2022, which has strengthened the collection of statistical data on gender-based violence through greater coordination of all the organizations involved.

The present government approved Law n. 12 of 9<sup>th</sup> February 2023, which provides for the establishment of a bicameral commission of inquiry into femicide, as well as any form of gender-based violence. Law n. 122 of 8<sup>th</sup> September 2023 amended Legislative Decree n. 106 of 20<sup>th</sup> February 2006 regarding one of the aspects characterizing the procedure in proceedings for domestic and gender-based violence crimes. In fact, according to the new Law, the public prosecutor is obligated to obtain information from the injured party or from the person who reported the crime within three days from the registration of the crime report.

A government bill (A.C. 1294/2023) is currently under examination in order to introduce further provisions to combat violence against women and domestic violence through rules that impact both on strengthening the protection of victims and on the prevention of these events.

## 5.2 Context and data analysis

The contextualization of the issue of gender violence involves the review of what done so far, both at the European level and by national public research and higher education institutions.

- **Actions promoted at the European level**

Gender equality is a fundamental value of the European Union, as shown by the many European normative sources already quoted (see §5.1), and as is evident from the review of the United Nations sustainable development objectives (Objective 5: Achieve gender equality and empower all women and girls).

In 2011, the European Council Convention on preventing and combating violence against women and domestic violence (the so-called Istanbul Convention) also specified that violence against women is a violation of human rights and a form of discrimination against women.

In 2018, the European Commission adopted the Guide for evaluating the quality of risk assessments and risk management measures in the field of psychosocial risk prevention. Among other things, the Guide defined the concepts of harassment, mobbing and violence caused by third parties and identified stress as a trigger, also including violence and harassment among the examples of the most typical psychosomatic risks.

In addition, the International Labour Organization (ILO) has also long been a supporter of gender equality, as demonstrated by the many documents produced since the second half of the 1980s to ensure safer workplaces, free

from violence and harassment<sup>30</sup>. The reported most at-risk groups are above all girls and young women, domestic workers, temporary workers, migrant workers and workers who work in environments where the male presence predominates and, more generally, in situations where many workers are under the control of men. These documents suggested an inclusive, integrated and gender-sensitive approach.

- **Actions promoted in national institutions**

The topic of gender violence has become increasingly central also within national public research and higher education institutions. For this reason, in preparing to draft Istat's Gender Equality Plan (GEP), numerous GEPs prepared by research and higher education institutions were explored; from these some common characteristics emerge, particularly with regard to the prevention of gender violence.

Many GEPs propose objectives, actions to achieve them and related recipients, targets, indicators often associated to the related Sustainable Development Goals (SDGs). This occurs in particular for the thematic area on gender-based violence in the aforementioned goal 5: achieve gender equality and self-determination for all women and girls.

One of the most widely shared objectives when talking about gender-based violence is raising awareness and promoting knowledge. Moreover, in some cases emphasis is placed on prevention/management and on integrating the gender issue into the ordinary activities of the institution. The actions generally proposed to achieve this result are awareness campaigns, thematic events, training modules, etc.

Another very common objective for the various institutions is prevention and fight against gender-based violence, however expressed in different ways: sometimes by proposing the establishment of a Confidential Advisor and a listening and/or psychological counselling point, other times through the adaptation of the code of conduct and a procedure for reporting discrimination.

An interesting case to be mentioned is that of a GEP that, among the various specific objectives, states: "protect transgender and gender non-conforming people"; this formulation is significant because it contains in itself a specific discriminatory element linked to gender and places prevention, in the form of protection of diversity, as a preliminary to any possible intervention against violence.

Other interesting elements that can be collected from the analysis of already published GEPs are a paragraph on financial resources, a focus on monitoring actions, and a reward system that provides for the attribution of positive evaluations to those groups in which each gender is represented equally with respect to the human resources present. This reward system

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<sup>30</sup> In particular, it defines violence and harassment at work as "a set of unacceptable practices and behaviours, or the threat of such, whether on a single occasion or repeatedly, which are intended to cause or are likely to cause psychological, sexual or economic harm, and include gender-based violence and harassment" (Article 1, letter a of Convention 190 on Violence and Harassment of 2019).

aims at encouraging equal gender presence in the activities, as well as stimulating gender equality in third mission activities and institutional representation).

- **Institutional focus**

In 2011, Istat Guarantee Committee for Equal Opportunities, Enhancement of Workers' Well-being and Against Discrimination (CUG) was established<sup>31</sup>. The Committee aims at strengthening the protection of male and female workers and helping ensure the absence of any form of moral or psychological violence and discrimination, both direct and indirect, relating to gender, age, sexual orientation, race, ethnic origin, disability, religion and language.

CUG works in collaboration with the Institute's Confidential Advisor. The latter carries out his/her function with the greatest autonomy and with absolute respect for the dignity of all involved parties. More in detail, the Counsellor guarantees total confidentiality of news and facts of which he/she becomes aware. To this end, the Committee also provides a Counselling point with the opportunity to talk to the Confidential Advisor. In addition, CUG carries out a number of surveys on Istat employees on a regular basis to gather their opinion on both the organization of work and the working environment<sup>32</sup>.

Consistently with the provisions of Legislative Decree 81/08, Istat has implemented various actions to reduce the risks to the health and safety of its employees, committing itself to extending to all workers those actions initially adopted on more vulnerable people. The Service for Prevention and Protection (SPP) and the Company Physician have so far acted as the main actors in this context, deciding the most appropriate strategies together with the administration. At the same time, care for certain groups of employees at a greater risk has often led to the adoption of generalized solutions.

In some cases, the definition of specific health measures required collaboration between different administrative bodies, with a consultation between the Company Physician<sup>33</sup>, the Service for Prevention and Protection (SPP), the Human Resource Office<sup>34</sup>, the Manager and the Management. This was the case in the event of a judgement of unsuitability and relocation of the worker to a position deemed compatible (see Istat Health Protocol 2020 rev. 8 of 30/06/2020).

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<sup>31</sup> Deliberation PER 272 of 30<sup>th</sup> March 2011. For a legal framework of CUG functions, please refer to Directive of the Presidency of the Council of Ministers of 4<sup>th</sup> March 2011 "Guidelines on the operating methods of Guarantee Committees for equal opportunities, enhancement of workers well-being and against discrimination (Article 21, law 4<sup>th</sup> November 2010, n. 183)".

<sup>32</sup> For a more in-depth analysis of the results of the latest edition of the survey, please refer to Chapter 1.

<sup>33</sup> As defined in Article 38 of Legislative Decree 81/08, the Company Physician collaborates with the employer for the purposes of risk assessment and is appointed by the employer to carry out health surveillance and for all other tasks provided for in the same Decree. With resolution DOP 362/2020 of 31<sup>th</sup> March 2020, Dr. Adeodato Sparano was appointed Company Physician for the Roman premises of the Institute.

<sup>34</sup> Since February 2020, the Person in charge of the processes for the integration of persons with disabilities has been part of the Central Directorate for Human Resources. One of his/her specific tasks (art.39-ter Legislative Decree 165/2001) is to prepare, after consulting with the Company Physician and in agreement with technical offices, reasonable arrangements for the integration of persons with disabilities into the Institute.

### **5.2.1 Gender violence in Italy**

Violence against women is difficult to measure, because not only personal evaluations may bias quantification, but also and above all because of the complexity of the emotional and psychological reactions that generally develop in its wake.

Official data from administrative and judicial sources provide only a limited representation of gender violence, as part of it is allegedly hidden. Many acts of violence are very often not reported, thus remaining undetected in police and judicial statistics. Istat sample survey on women's safety in 2014 revealed, for example, that in the five years preceding the interview only 11.8% of women had reported their partner for the violence they had suffered, and only 7.4% for violence they suffered by non-partners.

On the other hand, the multidimensionality characterizing violence against women requires the use of multiple sources of information to study its characteristics and trends from different points of view: those of the victims, of the abusers and of the services that are set up and provided to protect and support women and their children that are victims of violence.

The Institute has been very involved in this area, with the implementation of an integrated system for collecting and processing data on gender-based violence, in the belief that the integration of all available sources is essential to guarantee relevant, up-to-date and high-quality statistical information to the community, public decision-makers and stakeholders. The underlying objective is to be able to grasp the changes that happen and determine the overall trend and the community's ability to respond.

The integrated system on gender-based violence also includes data from the statistical survey on the final users of Anti-Violence Centres (CAV); Istat carries out the survey in collaboration with the Department for Equal Opportunities (DPO) at the Presidency of the Council and at the Regions. From these data, it emerges that 19,592 women were assisted in 2021, an increased figure compared to the previous year.

### **5.2.2 Gender violence in Istat**

As mentioned in the previous paragraph, within the scope of the functions assigned to it, Istat CUG periodically carries out surveys on the organizational climate within the Institute<sup>35</sup>. These surveys are particularly suitable tools to prevent and/or remove situations of discrimination or sexual, moral or psychological violence or mobbing situations in the workplace<sup>36</sup>.

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<sup>35</sup> See note 35

<sup>36</sup> Directive of the Presidency of the Council of Ministers n. 2 of 2019: "Measures to promote equal opportunities and strengthen the role of the Guarantee Committees in public administrations".

The survey carried out at the beginning of 2021<sup>37</sup>, i.e. during Covid-19 pandemic, had been previously designed thanks to the collaboration of many colleagues of the Institute based on the experience gained in previous editions.

The survey provided the Administration with a useful tool to quantify the state of well-being perceived by the employees and identify possible improvement actions. These are for example valorisation of human resources or the definition of tools to implement, such as the reorganization of processes, work placements and/or access to different forms of remote working (work from home, remote working, etc.).

Given the sensitivity of the topic, the Institute implemented all appropriate organizational and technical measures to ensure the confidentiality and protection of personal data. In particular, the survey design was in accordance with the principles of privacy (Article 25 of EU Regulation 2016/679 GDPR).

The latest survey, organized into several sections that include different areas of risk, addressed all workers, who had to answer a digital and accessible questionnaire. The first results were made available to the top management and published on the Intranet from June 2021, with the dissemination of a first Istat CUG press release. The latter reported aggregate analyses of the answers to the “work from home” section, followed by two other press releases: in October of the same year about the sections “commuting from home to work” and “work-life balance” and in January 2022 about the sections “Institute organization” and “work organization”.

The latter in particular aimed at revealing any conduct and/or situations attributable to discriminatory, harassing, and persecutory behaviour towards employees by other colleagues and/or a hierarchical superior, including those that may be referred to gender issues.

The results of the section “organizational well-being” address in a rather direct manner many of the issues relating to the topic of gender violence and harassment in the workplace. Some questions concerned aspects related to the perceived quality of the work environment (experiences connected to work activity), while a specific set of questions referred to situations of difficulty, discrimination, harassment and violence in which the respondent may have been involved in the workplace.

In general, just under half of the respondents declared complete non-involvement in concrete events, answering that they had 'never' reported conflicts, bullying and marginalization.

The results of the survey led Istat CUG to steer some positive actions for the following three years, targeting mostly the generality of employees. These actions aimed at influencing the cultural background presumed to be at the basis of individual episodes of distress or at the performance of violent and discriminatory actions as much as possible, while at the same time providing for

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<sup>37</sup> The survey started on 8<sup>th</sup> February and ended on 31<sup>st</sup> March 2021.

specific actions aimed to the top management and to the real or potential victims of the episodes of distress.

## 5.3 Objectives and actions

### **OBJECTIVE 1: TO MONITOR PSYCHOSOCIAL RISKS (ILO C190 OF 2019)**

The priority of the measures proposed against gender-based violence in the workplace for the 2023-25 three-year period is the monitoring of psychosocial risks. Coordinated and specific awareness-raising and training actions should then follow, with different actors each for their part of competence: Istat CUG, the Confidential Advisor, the person in charge of the processes for the inclusion of people with disabilities, the Company Physician, the Head of the Health and Safety Service, the Logistics Manager, the Mobility Manager, the Data Protection Manager.

Monitoring itself will consist in designing and carrying out a new direct LimeSurvey-type investigation (Action 1.1) on well-being at work, with a focus on mobbing, discrimination, harassment and behaviours that are harmful to the dignity of the worker.

#### **Action 1.1 To carry out a direct survey on psychosocial risks**

### **OBJECTIVE 2: TO PROMOTE MEASURES AGAINST GENDER VIOLENCE IN THE WORKPLACE WITH A PREVENTION PERSPECTIVE**

Awareness-raising and cultural promotion actions with a prevention perspective constitute a further specific objective to be achieved through the organization, by preparing and updating a dedicated section on the Intranet, drafting a newsletter and through internal communication (Action 2.1). In addition, actions already planned by Istat CUG for the adaptation of the Unified Code of Conduct with regard to the gender dimension are included in the prevention perspective (Action 2.2).

#### **Action 2.1 To prepare a specific section on the Intranet**

#### **Action 2.2 To adapt the Code of Conduct with respect to the gender perspective**

## 6. IMPACT ASSESSMENT OF THE PLAN

The strategic commitment to ensure gender equality and promote equal opportunities between women and men, and equal rights at all levels of participation, also fighting against all types of violence and discrimination, have become a crucial goal at the global level (SDG 5 of the 2030 Agenda<sup>38</sup>, among others). Many countries and organizations have adopted gender equality plans, which aim at eliminating gender disparities in the various sectors of society. The evaluation of the results of these plans is essential to measure their impact and make improvements.

The European Commission definition of a Gender Equality Plan (GEP) is that of a strategic plan aiming at identifying and implementing innovative strategies to correct gender inequalities and increase awareness of the relevance of a gender approach in the field of innovation. It should support public institutions by encouraging and promoting structural changes within research institutes, defining objectives and processes, monitoring progress through indicators and conducting impact assessments of procedures and practices, thus reducing inequalities by increasing gender participation and representation<sup>39</sup>.

The result evaluation of these plans is essential to measure their impact and improve them. This chapter will examine the methods and criteria for evaluating Istat GEP's results.

According to the European Commission, a gender impact assessment is a useful tool to verify the possible effects (positive, negative or neutral) of the measures implemented through policy or administrative actions. The evaluation phase of a GEP therefore consists in the analysis of the results obtained, in terms of the indicators identified for the different thematic areas, and in the collection of feedback from the people involved in the project, in order to facilitate the learning process necessary to improve the GEP under evaluation for the next cycle.

Italy has the objective of gaining five points in the Gender Equality Index ranking of the European Institute for Gender Equality (EIGE), thus achieving a better positioning than the European average by 2026, to be among the top ten European countries within ten years<sup>40</sup>. It is possible to measure this quantitative objective using EIGE ranking and the score it attributes to each European country after evaluating a series of dimensions. It reflects the overall desire for equality of a strategy that intends to produce lasting changes of a structural nature. The approach is cross-cutting and integrated and aims at promoting equal opportunities and gender equality by strengthening the possibilities for

<sup>38</sup> *Transforming our world: the 2030 Agenda for Sustainable Development* <https://sdgs.un.org/2030agenda>.

<sup>39</sup> European Commission. *Gender equality strategy* [https://commission.europa.eu/strategy-and-policy/policies/justice-and-fundamental-rights/gender-equality/gender-equality-strategy\\_en#:~:text=The%20EU%20Gender%20Equality%20Strategy,towards%20a%20gender%2Dequal%20Europe](https://commission.europa.eu/strategy-and-policy/policies/justice-and-fundamental-rights/gender-equality/gender-equality-strategy_en#:~:text=The%20EU%20Gender%20Equality%20Strategy,towards%20a%20gender%2Dequal%20Europe).

<sup>40</sup> National Strategy for Gender Equality, Presidency of the Council of Ministers, Department for Equal Opportunities, July 2021. [https://www.pariopportunita.gov.it/media/2051/strategia\\_parita\\_genere.pdf](https://www.pariopportunita.gov.it/media/2051/strategia_parita_genere.pdf) page 11



development and growth, both personal and professional, to allow people of all genders, ages and backgrounds, without inequality of treatment to access both the world of education and of labour.

EIGE identifies in the labour domain some of the main critical issues for gender equality: for Italy, which occupies the 27<sup>th</sup> position in the ranking of European Union member countries<sup>41</sup>, the index decreased by 0.5 points compared to 2019.

In the specific context of the National Institute of Statistics' GEP, from the definition of the various actions for the reduction of gender differences, some performance indicators identified in the five areas envisaged by the action areas of the Plan will be periodically assessed, such as:

- work-life balance and inclusive corporate culture;
- gender equality in the leadership and decision-making processes of the organization;
- gender equality in the recruitment processes of new resources and in career advancement;
- inclusion of gender issues in research and training programmes;
- measures against gender violence in the workplace.

## 6.1 Evaluation areas

### RECONCILIATION OF WORK AND FAMILY LIFE AND INCLUSIVE CORPORATE CULTURE

Within the general objective of improving the reconciliation of work and family life, the Plan identifies three specific objectives: work-life balance, improved support to parenting and increased well-being in the organization.

Work from home, flexible hours, part-time and solidarity holidays are all useful tools for reconciling work and family life. Therefore, the indicator used to evaluate the results achieved by the plan is the percentage of the Institute's employees - analysed by gender - who benefit from these contractual provisions. At the end of the Plan's implementation period, this percentage should be higher thanks to personnel policies that are even more attentive to conciliation.

With respect to actions 1.4, 1.5, 2.1, 2.3, and 3.1, the evaluation will concern the actual implementation of the actions identified as functional instruments to achieve gender equality.

A qualitative evaluation with respect to the perception of satisfaction with gender balance will take place every three years.

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<sup>41</sup> *Gender Equality Index 2022 European Institute for Gender Equality (EIGE)* ISBN: 978-92-9486-057-6

## **GENDER EQUALITY IN LEADERSHIP AND DECISION-MAKING PROCESSES OF THE ORGANIZATION**

With regard to the area of gender equality in leadership and decision-making processes of the organization, the result evaluation after the implementation of the identified actions will follow different methodologies. First, a comparison will take place between the percentages of women in top management positions of the Institute before and after the implementation of the Plan. The expected increase in the share of women in top roles should be in line with the share of women at the career beginning. Furthermore, it will be necessary to verify whether the specific actions identified have been completed.

## **GENDER EQUALITY IN RECRUITMENT PROCESSES OF NEW RESOURCES AND IN CAREER ADVANCEMENT**

The performance indicators identified for the thematic area of gender equality in recruitment processes and career advancement are mainly quantitative. An end-of-period evaluation will therefore take into account the comparison of the percentages of career advancements of women, the percentages of women in the commissions for competitive evaluation and career progression and, finally, the number of post-maternity training programmes.

A qualitative evaluation of the needs and outcomes of the actions for gender equality is on schedule every three years.

## **INCLUSION OF THE GENDER ISSUE IN RESEARCH AND TRAINING PROGRAMMES**

The inclusion of the gender issue in research and training programmes represents an area of particular relevance for the National Institute of Statistics. In fact, Law n. 53 of 5<sup>th</sup> May 2022 (Provisions for statistics on gender-based violence) recently introduced the requirement that entities “who participate in official statistical information [...] provide related data and news for the surveys included in the national statistical programme and collect, process and disseminate data relating to people, disaggregated by men and women (Article 2, paragraph 4) for.

Istat will therefore have to equip itself (and is already doing so) with tools to detect the inclusion of the gender issue in the various statistical projects or activities.

In a first phase, the evaluation will therefore include checking the implementation of tools for the detection of the gender issue and, after that, monitoring the share of PSN projects and activities that address the gender issue.

Over a period of three years, there will be an analysis of the share of women participating in externally funded research projects.

With regard to training, the performance indicators identified relate to women participation in training activities. The evaluation of the plan will therefore include checking whether the share of women in training activities has actually increased.

Training also includes gender-related aspects in relation to the covered topics. In order to increase courses that have gender issues as a topic, there will be an assessment of the courses provided and, subsequently, an increase in the number of courses and the attendance of staff and managers.

## **MEASURES AGAINST GENDER VIOLENCE IN THE WORKPLACE**

The extremely sensitive nature of the topic suggests that the most suitable methodologies for evaluating the elimination of any form of gender violence in the workplace are qualitative ones.

Istat CUG regularly carries out surveys on organizational climate. These surveys are among the most suitable tools for preventing and/or removing situations of discrimination or sexual, moral or psychological violence or mobbing situations in the workplace. The survey carried out in 2021 unfortunately provided alarming signals. After the implementation of the actions identified by Istat GEP and comparing the present data with the results of a new survey, it will be possible to verify whether and how much episodes of gender violence have actually decreased.

Raising awareness on this topic is of fundamental importance to prevent episodes of violence. Therefore, at the end of the period, a new dedicated section on the Intranet and the adaptation of the Unified Code of Conduct with respect to the gender dimension will allow to verify the actual implementation of the proposed actions.

## **GENERAL EVALUATION CRITERIA**

In general, in addition to the effectiveness and actual implementation of the specific actions, it will be necessary to evaluate the general impact of the Plan in relation to the following aspects.

- Reduction of gender inequalities: a possible measure are indicators such as equal salaries and the presence of women in all roles of the Institute.
- Equal access to opportunities: opportunities for all, regardless of gender, to access training, senior careers and other social and economic resources.
- Women empowerment: assessment on whether women have the capacity to make independent decisions about their lives, including participation in political and economic activity.
- Cultural and social changes: assessment on the degree of awareness of gender equality in the Institute and the evolution of social norms aimed at eliminating inequalities.

## **6.2 A first assessment of the Plan drafting process**

An effective evaluation of gender equality policies requires a combination of quantitative and qualitative methods, together with the use of specific indicators

and the involvement of the women and all the organizational components affected by the actions identified or that have to implement them. This comprehensive approach can help improve the effectiveness of policies and achieve significant progress towards gender equality.

In the specific experience of Istat GEP, several elements of evaluation of the Plan quality have already emerged.

## **STATISTICAL DATA ANALYSIS**

The plan benefits from a careful analysis of data on personnel by gender. The analysis of quantitative data allows, for example, stating that the presence of women in the Institute is substantial but lower among the top management of the Institute. The availability of more detailed data disaggregated by gender would allow to identify the existing differences and to monitor progress over time with greater precision.

## **PERFORMANCE INDICATORS**

Defining specific key performance indicators is essential to evaluate the progress towards gender equality objectives. Istat GEP already identifies specific result indicators for each action. For example, the share of women in decision-making roles will allow monitoring the objective of increasing women participation in such positions.

## **IMPACT ASSESSMENT**

After implementation of the selected actions, the change of the performance indicators identified for each action will be the basis to assess the impact of the Plan. Thanks to the identified indicators, it will be possible to answer questions such as "how has this action improved gender equality?"

## **QUALITATIVE RESEARCH**

Qualitative research involves interviews, focus groups and content analysis to obtain a deeper understanding of women's experiences and perceptions regarding specific actions. This helps to identify any barriers or obstacles that women may face in accessing services or obtaining benefits from gender equality policies.

## **PROCESS ASSESSMENT**

In addition to the result analysis, it is also important to evaluate the processes carried out for the implementation of gender equality-related policies. In the case of Istat GEP, a broad involvement of all sectors of the Institute characterized the participation process to draft the Plan.

## **WOMEN PARTICIPATION**

Involving women in the planning, implementation and evaluation of policies is crucial. Their direct feedback can be valuable to better understand the needs and challenges they face and to adapt policies accordingly. This is certainly the

case of Istat GEP, which saw the participation of women with various roles in the Institute since the beginning.

## **INTERNATIONAL COMPARISONS**

Comparing policies and results with other nations can be useful to assess how much a country is progressing in promoting gender equality compared to its peers at international level. Wherever possible, reference was made to the European situation on gender differences and Sustainable Development Objectives have been taken into account.

## **PROMOTING TRANSPARENCY**

A gender equality policy must be transparent in its objectives and progress. The Plan includes several actions to involve all staff, to promote awareness on gender equality issues and to communicate results and implementation progress.

# **6.3 Next steps for the evaluation of Istat GEP**

## **DATA AVAILABILITY**

The first step in evaluating the results of a gender equality plan is data collection. Indicators, such as women's participation in decision-making processes, training, but also training courses addressing gender issues, as well as the composition of committees for competitive procedures and career progressions are essential. In order to identify differences clearly, it is necessary to disaggregate data by gender and rethink personnel data repositories taking into account the division between men and women.

## **MONITORING OF KEY INDICATORS**

Gender equality plans often define key performance indicators that represent the objectives to achieve. Constant monitoring of these key indicators allows assessing progress over time. For example, if the objective is to increase women's participation in leadership positions, data on the percentage of women in top management roles should be monitored regularly. The availability of gender-disaggregated data for all personnel processes would greatly facilitate this activity.

## **QUALITATIVE EVALUATIONS**

The issue of evaluating the results achieved with the actions identified in Istat GEP is not limited to quantitative terms; it is also necessary to measure many qualitative data. This may involve interviews or focus groups with people involved in the plan, including women that are beneficiaries of the policies. These evaluations provide information on individual experiences and perceptions.

Among the available tools, Istat CUG survey on well-being in the workplace is particularly relevant, allowing analysing the results of the round carried out in 2021 and the collaboration for the preparation of the new round to be implemented between 2023 and 2025. Istat GEP and CUG show the common objective of removing factors that directly or indirectly determine situations of imbalance in terms of opportunities with regard to gender differences.

## **IMPACT ANALYSIS**

Evaluating the effect of the plan on the lives of the people involved is crucial. The goal is to determine whether the actions taken are effectively reducing gender inequalities and improving the quality of work.

# **6.4 Statistical methodologies for the evaluation of results**

Besides monitoring the result indicators identified in the Plan, verifying that the envisaged actions are actually completed and analysing available qualitative data, thus evaluating the effectiveness of the actions identified by Istat GEP, it would be appropriate (provided data availability) to apply statistical methodologies that supply information on the significance of any changes in the indicators over time.

For a (statistical) policy evaluation, the following techniques can be included.

## **DIFFERENCE IN DIFFERENCES (DID)**

This statistical technique compares the variations in the result between a treated group (i.e., the people or geographical areas that were the object of the policy) and a control group (those not involved by the policy). The idea is to isolate the specific effect of the policy by comparing ex-ante and ex-post differences between the two groups.

## **NEAREST NEIGHBOUR ANALYSIS**

This technique compares the effect of a policy or action by looking at how the treated group changes compared to its untreated "neighbours" - those who are similar in many other ways except for the policy itself. This can be useful when it is not possible to have a separate control group.

### **INCIDENCE VARIATION**

This technique measures the change in the frequency of a given event or outcome, for example women occupying leadership roles, before and after the implementation of a gender equality policy. The goal is to identify whether the policy has led to significant changes in the incidence of specific events.

### **REGRESSION ANALYSIS**

It is possible to use regression analysis to examine relationships between independent variables (such as the implementation of gender equality policies) and dependent variables (such as women's participation in leadership positions). This technique can help determine the association between policies and desired outcomes, while checking on other variables that might influence the results.

### **LONGITUDINAL ANALYSIS**

This analysis examines data collected over time to see how variables of interest, such as women's participation in certain roles, change before and after implementing a policy.

The choice of the suitable technique will depend on the specific nature of the policy, on data availability, and on the objectives of the evaluation. Often, a combination of these techniques can provide a more complete understanding of the impacts of gender equality policies.

## **6.5 Final remarks**

Starting from the indicators and actions identified in the different thematic areas, it is necessary to monitor the identified objectives regularly over time. To this end, it is appropriate to identify the necessary data, involve the Institute's structures responsible for such data and plan the timing for their provision.

Since the involved aspects are very varied, have different time extensions, impact on different audiences and multiple levels of importance, there is no ranking among the objectives nor an evaluation in terms of percentages of objectives achieved.

As previously mentioned, the evaluation of the results of a Gender Equality Plan is a complex process that requires a combination of quantitative and qualitative methods. The evaluation criteria should reflect the specific objectives of the Plan and aim at measuring progress towards gender equality in various areas.

The evaluation of gender equality policies should also be a continuous and adaptable process. The results of the analysis will be used to improve existing policies and to guide the design of new-targeted actions, allowing plans to be updated on the basis of results and emerging needs.

Only thorough evaluations and a sustained commitment to gender equality will allow achieving significant progress.

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## 7. OBJECTIVES AND ACTIONS

The objectives and actions identified in each of the five thematic areas represented in the previous chapters make up a proposal for the implementation of the activities in the next three years.

These objectives are the result of a process of collection and analysis of existing data regarding the aforementioned areas, carried out by the various thematic subgroups of the Working group, aimed precisely at developing a strategy to overcome, as much as possible, gender inequalities.

Therefore, through this process of analysis and processing of the collected data, it was possible to identify objectives to achieve through specific actions and specific indicators to measure them.

The following tables present the aforementioned objectives with the related actions and indicators, divided by thematic area of reference.

Information identified for each action and regarding recipients, institutional managers and operational managers, as well as the reference period for the implementation of the action, integrate then the framework.



## " RECONCILIATION OF WORK AND FAMILY LIFE AND INCLUSIVE CORPORATE CULTURE"

Objective	Action	Institutional persons in charge	Operational persons in charge	Timeline	Result indicators
1. Facilitate work-life reconciliation	1.1 Increase of flexibility in the use of work from home (number of days and basis)	DGEN	DCRU	2024-2026	<ul style="list-style-type: none"> <li>Measures adopted to increase the flexibility in work from home</li> </ul>
	1.2 Implementation of work from home	DGEN	DCRU	2024-2026	<ul style="list-style-type: none"> <li>New regulation for work from home</li> </ul>
	1.3 Consolidation of flexibility of remote working and part-time, of flexible hours and optimization of the related administrative procedures	DGEN	DCRU	2024-2026	<ul style="list-style-type: none"> <li>Measures adopted in favour of remote working, part-time and flexible hours (year t+1 / year t)</li> <li>Number of administrative procedures optimized (year t+1/year t)</li> </ul>
	1.4 Encouragement of the use of solidarity holidays	DGEN	Managers, DCRU	2024-2026	<ul style="list-style-type: none"> <li>N. of notices published on the Intranet on vacation days availability for solidarity holidays (year t+1/year t)</li> <li>N. of days used / n. of days made available</li> <li>N. of days made available (year t+1/year t)</li> </ul>
	1.5 Promotion/publicity of internally existing work/life balance measures	DGEN	DCRU, Mobility Manager	2024-2025	<ul style="list-style-type: none"> <li>Creation of a specific area on the Intranet and related advertising (news, etc.)</li> </ul>
	1.6 Optimization of work organization to encourage maximum participation in team activities	DGEN, DIPS, DIRM, DCRE	DCRU, DCPT	2024-2025	<ul style="list-style-type: none"> <li>Guidelines for organizing joint activities, on-the-job training, training activities, etc.</li> </ul>
2. Support parenthood and/or caregiving activities	2.1 Alleviation of the economic burden of cuts in salaries caused by care activities	DGEN, DIPS, DIRM, DCRE	DCRU	2024-2025	<ul style="list-style-type: none"> <li>Instalment plan for salary reductions caused by the use of the contractual clauses</li> </ul>
	2.2 Set-up of agreements in favour of workers and their families	DGEN	DCRU, CUG, ResPID	2024-2025	<ul style="list-style-type: none"> <li>Number of agreements with nurseries, summer camps, babysitting and assistance services for non-self-sufficient people, retirement homes, diagnostic centres (year t+1/year t)</li> </ul>
	2.3 Correction of welfare contributions	DGEN	DCRU, CUG, ResPID	2024-2025	<ul style="list-style-type: none"> <li>Extension of contributions also to the costs of care for non-self-sufficient people</li> </ul>
3. Increase organizational well-being	3.1 Establishment of the Counselling Point for the management of relationships between staff and the Administration, conflict mediation and to offer psychological counselling to employees in the event of work-related problems	DGEN, DIPS, DIRM, DCRE	CUG, Trusted Councillor	2025-2026	<ul style="list-style-type: none"> <li>Counselling Point</li> </ul>
	3.2 Monitoring of the perception of work-life balance	DGEN	CUG	2024-2026	<ul style="list-style-type: none"> <li>Survey every three years on: level of satisfaction with working methods and information on well-being in the workplace</li> </ul>

## "GENDER EQUALITY IN THE LEADERSHIP AND THE DECISION-MAKING PROCESSES OF THE ORGANIZATION"

Objective	Action	Institutional persons in charge	Operational persons in charge	Timeline	Result indicators
1. Strengthening governance on the issues of equal opportunities in leadership and regulatory compliance	1.1 Establishment of a permanent interdepartmental Committee	DGEN, PRES	All structures	2024-2025	<ul style="list-style-type: none"> <li>Resolution establishing the Committee</li> </ul>
	1.2 Implementation of the management system for Gender Equality, according to UNI PdR 125:2022 practice, for its subsequent certification	DGEN	DCPT, DCAL	2026	<ul style="list-style-type: none"> <li>Document analysing the legislation regarding the procedures to be followed to obtain certification</li> </ul>
2. Building a gender-conscious information framework for top management positions and decision-making bodies	2.1 Set-up of a database on the composition of the governing bodies	DGEN, PRES	Interdepartmental Standing Committee	2024-2026	<ul style="list-style-type: none"> <li>Database of the governing bodies with all the members who are part of it</li> </ul>
	2.2 Analysis of gender gaps in top positions and decision-making bodies	DGEN, PRES	Interdepartmental Standing Committee	2024-2026	<ul style="list-style-type: none"> <li>Gender gaps in top positions and decision-making bodies: analysis document</li> </ul>
		DGEN, PRES	Interdepartmental Standing Committee	2025-2026	<ul style="list-style-type: none"> <li>Gender gaps in top positions and decision-making bodies: monitoring report</li> <li>Percentage increase of women in decision-making bodies</li> </ul>
	2.3 Annual reporting of data on leadership	DGEN, PRES	Interdepartmental Standing Committee	2024-2026	<ul style="list-style-type: none"> <li>Reporting document</li> </ul>
3. Strengthening the exploitation of gender diversity in organizational culture and practices	3.1 Design of internal mentoring paths	DGEN, PRES	DCRU, Interdepartmental Standing Committee	2024-2025	<ul style="list-style-type: none"> <li>At least 1 mentoring path/year</li> </ul>
	3.2 Organization of thematic events and inter-institutional discussion tables aimed at people with organizational/managerial responsibilities and all the staff to share the culture of gender leadership	DCRU/CRS	Interdepartmental Standing Committee	2025-2026	<ul style="list-style-type: none"> <li>At least 1 event/year</li> </ul>

## "GENDER EQUALITY IN THE RECRUITMENT PROCESSES OF NEW RESOURCES AND IN CAREER ADVANCEMENT"

Objective	Action	Institutional persons in charge	Operational persons in charge	Timeline	Result indicators
1. Promoting equal opportunities in the recruitment and career advancement phases	1.1 Set-up of a recurring monitoring of gender inequality in career	DGEN	CUG, Interdepartmental Standing Committee	2024-2026	<ul style="list-style-type: none"> <li>Monitoring report on the applications of women and men with respect to the total number of potential interested parties in possession of the requirements</li> </ul>
	1.2 Review of notices of competitive exams, evaluation criteria for career progression and composition of the examination boards to comply with the terms set by the Guidelines on "Gender equality in the organization and management of the employment relationship within Public Administrations" (validation of periods of leave for care reasons, such as maternity, care of non-self-sufficient persons, parental leave)	DGEN	DCAL, DCRU	2025-2026	<ul style="list-style-type: none"> <li>Number of acts of revision of notices and revision of the composition of the competition committees/year</li> </ul>
2. Promoting initiatives and services to support gender equality in career paths	2.1 Putting into action dedicated training courses after maternity/parental leaves	DGEN	DCRU	2025-2026	<ul style="list-style-type: none"> <li>Number of training actions set up/year</li> </ul>
	2.2 Inclusion of a section in CUG organizational well-being questionnaire to explore the needs of female staff, in relation to career advancement	DGEN	CUG	2024-2026	<ul style="list-style-type: none"> <li>Section included in CUG questionnaire on organizational well-being</li> </ul>

## INCLUSION OF GENDER ISSUES IN RESEARCH AND TRAINING PROGRAMMES

Objective	Action	Institutional persons in charge	Operational persons in charge	Timeline	Result indicators
1. Quantifying the pervasiveness of gender issues in the Institute's research projects and in PSN statistical works	1.1 Development of an IT tool to detect research projects and the various Institute surveys that address the gender issue	DIRM, DIPS	DCIT	2024-2026	<ul style="list-style-type: none"> <li>Implementation of the IT tool</li> </ul>
	1.2 Monitoring of the presence of the gender perspective in the research projects and the Institute's PSN statistical works	DGEN, DIPS	DIPS	2026	<ul style="list-style-type: none"> <li>N. of thematic research projects that address the gender issue/total thematic research projects *100</li> <li>N. of PSN statistical works that detect the gender variable/Total PSN statistical works *100 and PSN statistical works that deal with gender</li> </ul>
2. Detecting female participation of Istat staff in externally funded research projects	2.1 Development of an IT tool that allows the automatic collection of data disaggregated by gender in externally funded research projects	DIRM	DCIT	2024-2026	<ul style="list-style-type: none"> <li>Implementation of an IT tool</li> </ul>
	2.2 Preparation of a report with disaggregated data on gender participation in externally funded research projects	DIPS	DIPS	2024-2026	<ul style="list-style-type: none"> <li>Female participation in externally funded research projects (total female participants/total participants *100 * role in the project)</li> </ul>
3. Encouraging female participation in training courses	3.1 Identifying critical issues in participation in training activities	DGEN	DCRU	2024-2026	<ul style="list-style-type: none"> <li>Detection of reconciliation needs for the purposes of course attendance</li> </ul>
	3.2 Supporting training activities (blended formulas)	DGEN	DCRU	2024-2026	<ul style="list-style-type: none"> <li>Female presence in training activities (total women participants in training courses/total participants*100)</li> </ul>
4. Spreading greater awareness of gender issues	4.1 Implementation of ad hoc training initiatives on equal opportunities and the exploitation of gender differences	DGEN	DCRU, CUG	2024-2026	<ul style="list-style-type: none"> <li>N. of ad hoc courses provided</li> </ul>
5. Promoting gender-respectful and inclusive language, inside and outside the Institute	5.1 Preparation of Guidelines for the correct use of gender-respectful and inclusive language	DGEN, DIRM	DIRM, DCRU, CUG	2024-2025	<ul style="list-style-type: none"> <li>Guidelines for the correct use of gender-respectful and inclusive language</li> </ul>

## “MEASURES AGAINST GENDER VIOLENCE IN THE WORKPLACE”

Objective	Action	Institutional persons in charge	Operational persons in charge	Timeline	Result indicators
1. Monitoring psychosocial risks (ILO C190 of 2019)	1.1 Carrying out a direct survey on psychosocial risks	DGEN	CUG, ResPID	2024-2026	<ul style="list-style-type: none"> <li>Direct investigation of psychosocial risks</li> </ul>
2. Promoting measures against gender violence in the workplace with a prevention perspective	2.1 Preparing a specific section on the Intranet	DGEN	DCRU	2024-2026	<ul style="list-style-type: none"> <li>Preparation of a dedicated section on the Intranet</li> </ul>
	2.2 Adapting the Code of Conduct with respect to the gender perspective	DGEN	CUG	2024	<ul style="list-style-type: none"> <li>Updating of the Code of Conduct</li> </ul>

