



# **GENDER EQUALITY PLAN**

2025-2027

Rome, July 16, 2025



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## INTRODUCTION

Istat's Gender Equality Plan (Plan) reaches its second edition, with its important role among the planning tools adopted by the Institute. The document was drafted in accordance with the provisions of the international strategy Horizon Europe, which considers Gender Equality Plans a tool recognized and supported by the European Commission for gender rebalancing among the staff of research institutions. The Plan fulfils also the purpose of implementing performance, for the purposes of optimizing the productivity of public work and the efficiency and transparency of Public Administrations.

Istat's strong commitment to gender equality has deep roots, dating back to the 1980s when the Institute promoted, in a pioneering way, surveys, studies and research aimed at increasing knowledge and disseminating data on gender equality, useful to define policies to promote equality.

The method adopted for drafting the Institute's Gender Equality Plan (GEP) is based on an analysis of the specifics of the organizational context, which then served to identify the areas of intervention. In order to implement the objectives Istat intends to achieve, the planning phase also established the actions and measures to be adopted, the indicators needed to monitor the progress of the actions envisaged in the Plan, the timelines for their implementation, and the assignment of the necessary responsibilities. With a view to full integration, the Gender Equality Plan has been further harmonized with both the Positive Actions Plan (PAP) of the Committee for the Guarantee of Equal Opportunities (CUG), already an integral part of the Integrated Activity and Organization Plan (PIAO, Piano Integrato di Attività e Organizzazione), and with the PIAO itself. In particular, the actions defined in the Gender Equality Plan have been directly linked to the administration's strategic and operational objectives, thus integrating them into the organizational performance framework and enabling the monitoring and evaluation of the results achieved.

The Plan, therefore, includes 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, disability, through actions and tools capable of giving value to differences.

On this basis were drafted the insights in the following pages, drawn up through the reading and analysis of the available data. The information shown in the Positive Action Plan integrated into the 2025-2027 PIAO was analysed. Furthermore, the results related to smart working arising from the survey on organizational well-being and the phenomenon of mobbing, while the 2022 Sustainable Mobility Survey was used as a source of information regarding home-work mobility behaviour. Finally, the knowledge base offered by the Personnel Information System was used for some 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 drawing up of 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 for the preparation of the Istat Gender Equality Plan<sup>1</sup>. The Plan is structured into the following five thematic areas:

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

For each of the aforementioned Thematic Areas the following characteristics were defined:

- Objectives: aim general effects pursued in terms of systemic change;
- Actions: one or more specific measures identified as operational strategies to achieve each objective;
- Institutional managers: top managers or roles in the Institute's organizational chart responsible for decision-making with respect to the political direction adopted with each measure;
- Operational managers: persons responsible for effectively drafting the stated measure and monitoring its operation;
- Timeline: expected period for the achievement of the pre-defined results;
- Result indicators: evaluation Index of result. Performance thresholds or trend parameters to measure the effective products resulting from the implementation of each action.

The document includes a chapter providing information on the implementation of the planned measures and another dedicated to the Plan's impact assessment, which provides information on the evaluation areas and methodologies that will be used to monitor and verify the results of the measures implemented in the three-year period of reference.

Summary sheets created for each of the five identified thematic areas are reported in Chapter 8.

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<sup>1</sup> The Working Group was established and subsequently integrated with Resolutions DOP/864/2024 of 27 September 2024, DOP 1003/2024 of 18 November 2024, and DOP 48/2025 of 21 January 2025.

# 1. WORK-LIFE BALANCE AND INCLUSIVE CORPORATE CULTURE

The thematic area “work-life balance and inclusive corporate culture” aims to monitor whether a workplace adopts inclusive practices based on flexible working hours and support for parenting and care activities, which are essential to achieve a work-life balance.

## 1.1 Context and data analysis

Smart working<sup>2</sup>, widely introduced during the COVID-19 outbreak, is currently the predominant working model within the Institute. This tool, in addition to previous work-life balance tools, has undoubtedly had a positive impact on work-life balance. 1,727 Institute employees requested access to smart working at the end of 2024 (92.1%). In particular, 1,049 women and 678 men. Nearly half of the women who requested smart working signed an “enhanced” smart working agreement: this agreement provides for a maximum of 24 days of smart working, provided the employee meets specific requirements (children under 12, *caregivers* pursuant to Law 104/92, disability greater than 46%, distance from home to work). This proportion also applies to male employees: 313 of them have enhanced smart working agreements. Those who have signed an ordinary smart working agreement (569 women and 365 men) can benefit from a maximum of 20 days of smart working over a two-month period. The distribution of employees who have signed a smart working agreement by age group perfectly mirrors the age distribution of the total number of employees. Taking into account the use of smart working days, rather than simply signing a formal agreement (which grants a right but provides no information on actual use), it is possible to observe that 92% of women in the workforce (1,011) and 87% of men (664) carried out at least one day of smart working in the last month of 2024.

In absolute terms, in the post-pandemic period, the number of women who completed at least one day of *smart working* in a typical month never fell below 889, or never below 80% of the female population at the Institute. For what concerns days worked in *smart working*, there is a clear reduction compared to the pandemic period (first and second waves), when almost all employees were in a *smart working* mode. In 2024, a total of 188,000 days were carried out in smart working. Of these, 62% were carried out by female employees<sup>3</sup>.

Analysing data from the 2021 Istat survey on smart working, it can be observed that among the advantages of *smart working*, the opportunity to avoid transfer time (home-work) is the most popular option, with a higher percentage among women (83.9%) than among men (81.4%). The second highlighted benefit is related to the reconciliation of personal needs (self-care and caring for loved ones). In this case, the percentage of women who chose this option was significantly higher (78.1% versus 73.2% of men). Another option where it is possible to observe a significant gender gap in the caregiving role is related to protecting one's personal health and that of loved ones, selected by 21.9% of women and 14.1% of men.

The benefits related to the reduced expenses (selected by 22.9% of women versus 28.5% of men) and, in particular, the possibility of having “more autonomy and responsibility at work” are reasons usually given by men; this latter category even presents a gender gap of almost 10 percentage points (14.5% of women and 24.0% of men).

Regarding the perception of work productivity, there is certainly a higher incidence of women who say they are more productive when working remotely than when working in person (63.1% compared to 59.4% of men). This difference is likely attributable to the caregiving role, which is often the prerogative of women over men. The reduction in commuting time, the ability to take care of the family (for example, caring for children or elderly parents), and work in non-standard hours, offers the opportunity to keep a high level of work productivity, even in case of family commitments that would otherwise have forced a choice. What is particularly interesting are the differences by age; the gap between women and men is greatest under the age of 50. In particular, up to the age of 40, 83.1% of women consider flexible working more productive, compared to 70.3% of men. As age increases, the differences between men and women narrow, especially in the middle age group (51-60 years), and then increase again starting at age 60, even if with significantly lower levels. These values confirm the crucial role of flexible working as a tool that ensures both family care and high work productivity. This is even more evident in relation to the age, which reflects two important moments in an individual's life cycle in which flexible working becomes crucial: parenthood, and therefore caring for children, especially young ones, and caring for elderly parents (see Table 1.2).

<sup>2</sup> Flexible work 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. Subsequently, starting from 2 November 2021 and until 31 December 2022 (deadline subsequently extended to 28 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 October 2021 and according to the criteria established in the minutes of the meeting with the trade unions of the Institute signed on 28 October 2021. Flexible working, therefore, is authorised following the signing, between the employee and the competent Manager, of an individual agreement referred to in Article 18, paragraph 1, of Law 22 May 2017, n. 81 and has provided for a maximum of 20 days of home working per two-month period, later modified in 10 days per month.

<sup>3</sup> Organizational flexibility measures: smart working at Italian statistics national institute (Istat), ASA, Limiti C. e Sola G., 2025.

**TABLE 1.1 - ADVANTAGES OF FLEXIBLE WORK**

ADVANTAGES OF FLEXIBLE WORK	AGE CLASSES (WOMEN)				TOTAL ANSWERING WOMEN	% OF TOTAL N. OF WOMEN
	Up to 40 years	41 to 50 years	51 to 60 years	61 years or more		
None, I would prefer to always work in person	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 needs (taking care of myself or my loved ones) and professional ones	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 FLEXIBLE WORK	AGE CLASSES (MEN)				TOTAL ANSWERING MEN	% OF TOTAL N. OF MEN
	Up to 40 years	41 to 50 years	51 to 60 years	61 years or more		
None, I would prefer to always work in person	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 needs (taking care of myself or my loved ones) and professional ones	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 flexible work

**TABLE 1.2 - PERCEPTION OF PRODUCTIVITY BY WORKING CONDITION**

<b>RESPONDENT BELIEVES TO BE MORE PRODUCTIVE WORKING</b>	<b>WOMEN</b>				<b>TOTAL ANSWERING WOMEN</b>	<b>% OF TOTAL WOMEN</b>
	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 person	8	77	107	28	220	31.3
Totally or mostly in person	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>

<b>RESPONDENT BELIEVES TO BE MORE PRODUCTIVE WORKING</b>	<b>MEN</b>				<b>TOTAL ANSWERING MEN</b>	<b>% OF TOTAL MEN</b>
	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 person	10	36	59	15	120	33.8
Totally or mostly in person	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

Smart working has undoubtedly had a significant impact on reducing parental leave, becoming a true tool for reconciling work and family life. Comparing data from the pre-pandemic period, using 2019 as a reference year, with the latest available year, we see a 75% reduction in the number of days taken for parental leave for both men and women<sup>4</sup>.

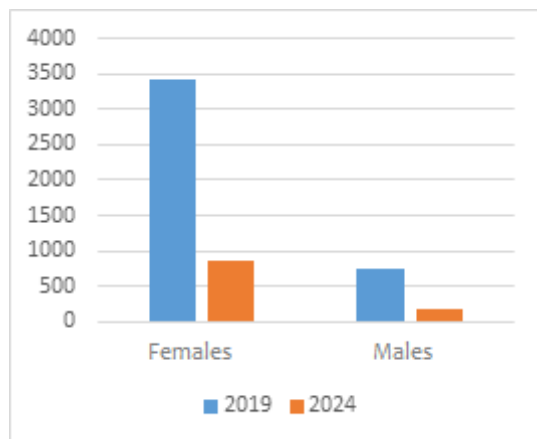
A closer look at the employee's professional level reveals an overall reduction in parental leave use for both men and women at managerial levels (executive and first-level). While the number of days decreased less for women at levels IV-VIII (69% less compared to the average of 74.5% for all professional levels), the reduction was more limited for men at levels II-III (68.8% compared to 74.7%).

The reduction in the use of permits for assistance to severely disabled persons (pursuant to Law 104/92) was also certainly encouraged by the flexibility inherent in smart working, even if in a much lesser extent than the use of parental leave. Given the number of hours of absence for family members or staff with severe disabilities, the reduction was almost a quarter between 2019 and 2024. In particular, women used 24.3% of hours less and men used 23.0% of hours less.

<sup>4</sup> The analysis considered: 100% full-day parental leave; 100% half-day parental leave; 30% full-day parental leave; 30% hourly parental leave; unpaid full-day parental leave; and unpaid hourly parental leave.

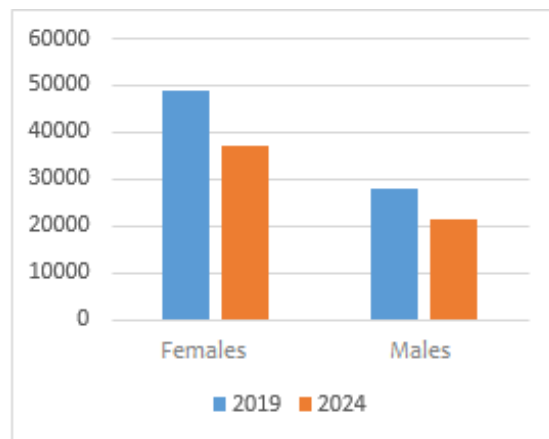


**FIGURE 1.1 - NUMBER OF DAYS OF PARENTAL LEAVE BY GENDER IN 2019 AND 2024**



Source: Istat, Personnel Information System

**FIGURE 1.2 - NUMBER OF HOURS OF LEAVE FOR ASSISTANCE TO SEVERELY DISABLED PEOPLE (LAW 104) OR PERSONAL DISABILITIES (LAW 104) BY GENDER IN 2019 AND 2024**



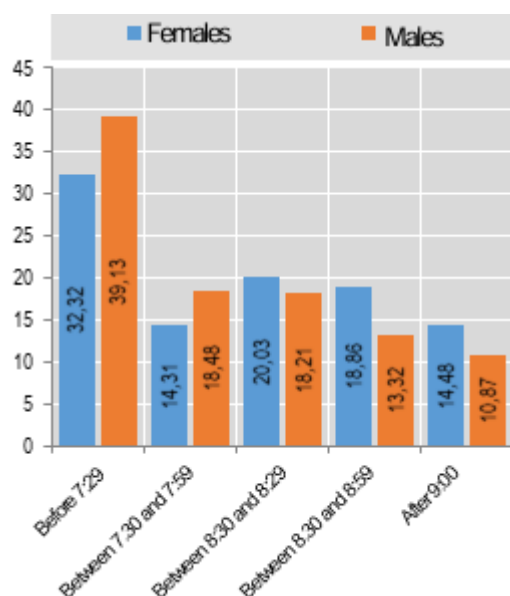
Source: Istat, Personnel Information System

Flexible working hours are therefore a factor that contributes, in any capacity, 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 desynchronisation 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. An analysis of employee entry and exit times, defined by location<sup>5</sup>, does not reveal a preference for certain days of the week or particular time slots, except for a preference to enter in the 8:30-9:00 time slot.

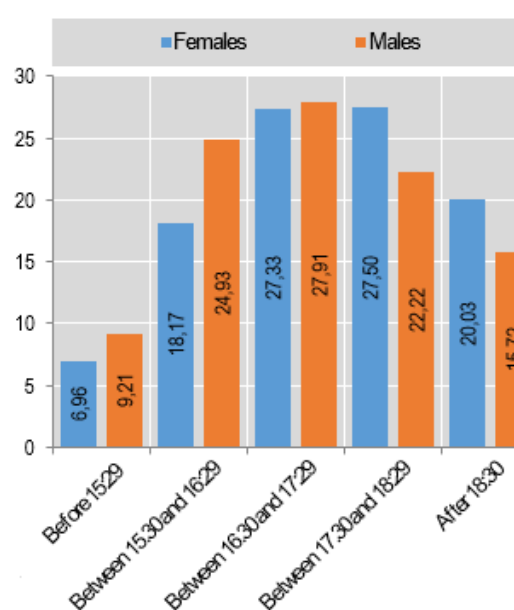
With regard to attendance habits, the 2022 sustainable mobility survey shows that women tend to enter the office later than men, and therefore leave later (see Figures 1.3 and 1.4). This data can also be interpreted as a function of the need to carry out, before starting work, a series of activities related to family needs.

Another contractual institution useful for the reconciliation between work and private life is part-time jobs. In this regard, it is noted that, although it is not widely used, especially after the introduction of flexible work, the percentage of women who benefit from it is slightly higher than men (2.13% of women work part-time compared to 1.88% of men).

<sup>5</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>.

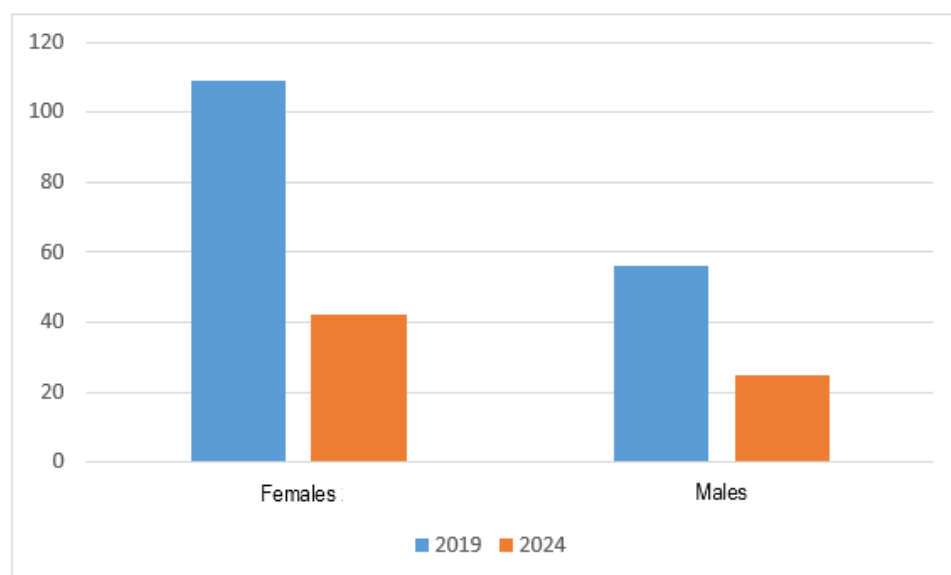
**FIGURE 1.3 - HOME LEAVING TIMES**

Source: Istat, Sustainable Mobility Survey 2022

**FIGURE 1.4 - OFFICE LEAVING TIMES**

Source: Istat, Sustainable Mobility Survey 2022

Teleworking is another tool useful for balancing work commitments and private needs in situations characterized by serious personal or family challenges. Adopted by Istat for several years, starting in 2023, thanks in part to the introduction of standard and enhanced smart working, standard teleworking has been revoked at the Institute, while only special teleworking remains as possible solution. Comparing special teleworking situations, we observe that, between 2019 and 2024, the number of female workers using special teleworking decreased by 61.5% and the number of male workers by 55.4%.

**FIGURE 1.5 - WORKERS IN SPECIAL TELEWORK SITUATIONS (2019 AND 2024)**

Source: Istat, Personnel Information System

Regarding the perception of organizational well-being, as noted in the survey conducted in 2021 by the CUG (Guarantee Committee for Equal Opportunities, the Promotion of Workers' Well-being and Against Discrimination), some rather marked gender differences can be observed:

Women (18.4%) more frequently than men (13.4%) believe 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).

Men feel isolated from other colleagues more frequently than women. In fact, among men the percentage 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).

Men believe that the tasks they perform are characterized by rigid rules, procedures and deadlines more frequently than women: 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 THAN THE EMPLOYEE'S JOB LEVEL. FREQUENCY OF RESPONSE BY GENDER, PROFESSIONAL LEVEL, AGE CLASSES 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: CUG Istat, Organizational Wellbeing Survey 2021

**TABLE 1.4 - PERCEPTION OF ISOLATION WITH RESPECT TO COLLEAGUES. FREQUENCY OF RESPONSE BY GENDER, PROFESSIONAL LEVEL, AGE CLASSES 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: CUG Istat, Organizational Wellbeing Survey 2021

**TABLE 1.5 - PERCEPTION OF LOW FLEXIBILITY OF RULES, PROCEDURES, AND DEADLINES. FREQUENCY OF RESPONSE BY GENDER, PROFESSIONAL LEVEL, AGE CLASSES 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

Source: CUG Istat, Organizational Wellbeing Survey 2021

## 1.2 Objectives and actions

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

The objectives and actions that follow were identified on the basis of a context analysis of staff behaviour and 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 home working, teleworking and part-time, use of solidarity holidays, promotion of work-life balance measures and optimization of work organization, with a focus on team activities.

To implement this objective, the following actions are suggested.

<b>Action 1.1</b>	<b>Increase flexibility in the use of home working (number of days and basis)</b>
<b>Action 1.2</b>	<b>Stabilization of home working</b>
<b>Action 1.3</b>	<b>Consolidation of flexibility of teleworking and part-time, of flexible hours and optimization of the related administrative procedures</b>
<b>Action 1.4</b>	<b>Encourage the use of solidarity holidays</b>
<b>Action 1.5</b>	<b>Promote/publicize internally existing work/life balance measures</b>
<b>Action 1.6</b>	<b>Optimize work organization to encourage the maximum participation in team activities</b>

### 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 all non-self-sufficient family members. These activities and related actions are therefore aimed at promoting and rebalancing the financial aid that can be provided 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 dependent family members
- b) Subsidies for medical expenses
- c) Contributions for attending public and private nursery schools and public elementary schools
- d) Contributions for summer vacations
- e) Support for students enrolled in middle and high schools
- f) Support for students enrolled in university institutes
- g) Scholarships for middle and high schools
- h) Scholarships for universities
- i) Contribution for the use of public transport

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

To implement this objective, the following actions are suggested.

<b>Action 2.1</b>	<b>Alleviation of the economic burden of cuts in salaries caused by care activities</b>
<b>Action 2.2</b>	<b>Set-up of agreements in favour of workers and their families</b>
<b>Action 2.3</b>	<b>Correction of welfare contributions</b>

### OBJECTIVE 3: INCREASING ORGANIZATIONAL WELL-BEING

The survey conducted in 2021 by the CUG, 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>6</sup> and to establish a structure 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, in order to strengthen an inclusive corporate culture.

To implement this objective, the following actions are suggested.

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<sup>6</sup> Survey on organizational well-being of the Committee for the Guarantee of Equal Opportunities (CUG).

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

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

The *International Labour Organization* (ILO) considers gender equality a fundamental element to tackle discrimination in the world of work and achieve decent work conditions for what concerns freedom, equity, and security, as provided in its Constitution and further international legal documents<sup>7</sup>.

In the National Strategy for Gender Equality<sup>8</sup>, which provides a clear vision for gender equality and equal opportunities, the share of women in senior positions is approximately 24% in 2021, with the goal of reaching a threshold of 35% in 2026, as other countries such as Spain, Switzerland (over 33%), and Sweden (over 40%) have already achieved in 2021. The European Commission is also pursuing gender equality targets to be achieved by the end of the decade.

According to the 2024 *Gender Equality Index* Report<sup>9</sup>, governments have long been committed to gender balance in decision-making and *leadership* in all areas of life, recognizing gender equality as crucial for a fair *governance*.

In particular, the report's analysis focuses on the "power domain", which measures gender equality in decision-making positions in the political, economic, and social fields. For what concerns political domain, it takes into account the representation of women and men in national parliaments, government, and local assemblies. In the economic domain, it measures the percentage of women and men on the boards of major listed companies and central banks. In the social power sub-domain, it presents data on the decision-making process in research funding organizations, the media, and sport.

The domain represented by decision-making bodies with political or administrative power remains the main driver of change, with the overall indicator increasing by 19.5% compared to the European average from 2010 to 2024 (61.4%). However, women are still under-represented in positions of power and decision-making processes across the EU. In 2024, the share of women elected to the new European Parliament is 39% (compared to 61% of men), a 2% decrease from the previous constitutive session in 2019 (41% women). It should be noted that the President of the European Parliament is a woman, Roberta Metsola, who was re-elected in 2024 for a second term. Regarding the female presence in national parliaments, according to the 2024 *Gender Equality Index*, Italy has a share of 34% compared to the European average of 33%. Sweden and Finland have a female presence of 47%.

Gender parity in top positions remains a goal, including in the public administration's innovation processes in place in 2022<sup>10</sup>. An analysis of the gender composition of the political leadership<sup>11</sup> of public institutions highlights a limited female presence: only 16.3% of institutions have women in top positions; slight progress has been made compared to 2020 (16%) and 2017 (14.7%). In companies and National Health Service organizations, the share of women reaches 21.6%, a more significant figure than the 2020 (+6.5%) and 2017 (+5.4%) census surveys.

The lowest female share is recorded in the Regions (7.7%) and in the Provinces and Metropolitan Cities (8.8%). With reference to non-economic public entities, which also include Istat, the female share is 19.7%.

According to the 2025 CNEL-Istat<sup>12</sup> Report, which provides an in-depth analysis of female employment in Italy, Italian legislative interventions have consolidated gender balance on the boards of directors of listed companies (the share of women in 2023 was 43.1%, compared to a European average of 34.2%). Despite this, women remain under-represented in corporate *leadership* positions. In Italy, women at the head of listed companies are only 2.9%, compared to an EU average of 7.8%, 8.3% in France, even a 21.1% in Lithuania. Inequalities remain even when considering female company directors, who represent 15.6% of the total, a figure far below the EU average of 22.7%, especially compared to countries like Latvia and France, where women at the head of publicly traded companies represent 32.1% and 29.9%, respectively. The same Report also highlights the lack of female representation in the role of governor of any of the European central banks.

### 2.1 Context and data analysis

For the second consecutive year, an assessment related to gender equality in our Institute's *leadership* and decision-making processes was carried out. The positions of President, Director General, Department Director, Central Director, and Service Manager were considered<sup>13</sup> as of 31 of January 2025, following the reorganization process.

In the Institute, the composition by gender in *leadership* positions has different structures depending on the role (Table 2.1).

<sup>7</sup> ILO Convention on Equal Remuneration and Discrimination (Employment and Occupation).

The principles and rights defined in these Conventions are confirmed in the Declaration on Fundamental Principles and Rights at Work ILO - Convention concerning Equal Remuneration for Men and Women Workers for Work of Equal Value C100, 29 June 1951.

<sup>8</sup> [strategia-nazionale-per-la-parita-di-genere-2021-2026.pdf](#).

<sup>9</sup> EIGE 2024, Gender Equality Index 2024: Sustaining Momentum on a Fragile Path, <https://eige.europa.eu/>

<sup>10</sup> Istat, 2024 - Permanent Census of Public Institutions: Preliminary Results for 2022 <https://www.istat.it/wp-content/uploads/2024/05/REPORTISTITUZIONIPUBBLICHECensIP2022.pdf>.

<sup>11</sup> The political leadership body (Minister, Mayor, Rector, President, or other highest institutional figure) sits at the head of the public institution's organizational structure and is its legal representative, exercising political and administrative guidance.

<sup>12</sup> CNEL - Istat Report "Women's Work: Obstacles and Opportunities" 2025 [istat-cnel.pdf](#).

<sup>13</sup> The number of Service Managers includes personnel with the role of second-level administrative manager.

In Table 2.1, in addition to the absolute values, the rate of feminization of total employment is presented, given by the percentage ratio between the number of female workers, with a given role, and the total number of employees with the same role. The indicator takes on a value of 0 in the case of the absence of women in a certain role and 100 in the case in which only women are present. In the specific case, it ranges from 59.6% found among service managers to 46.7% of central directors and 33.3% of department directors.

In general, women with leader positions are 54.2% of the workforce. Although the gender ratio favours women, compared to 2023, there has been a decrease in the number of women in the positions of Central Director and Service Manager (by one and two, respectively). The positions of President and Director General are still held by two men, and Istat has never had a female President in its history.

**TABLE 2.1 - STAFF WITH MANAGEMENT POSITIONS BY GENDER. 31 JANUARY 2025 (ABSOLUTE VALUES)**

MANAGEMENT POSITION	WOMEN	MEN	TOTAL	PERCENTAGE OF WOMEN
President	-	1	1	-
General Director	-	1	1	-
Department Director	1	2	3	33.3
Central Director	7	8	15	46.7
Service Manager	31	21	52	59.6
<b>TOTAL</b>	<b>39</b>	<b>33</b>	<b>72</b>	<b>54.2</b>

Source: Istat, Personnel Information System

Further information is provided on Table 2.2 by the percentage composition by managerial position, with specific data for men and women.

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 Service Manager, with a share of the total equal to 79.5%. Among men, this percentage is 63.6%.

**TABLE 2.2 - STAFF WITH MANAGEMENT POSITIONS BY GENDER. 31 JANUARY 2025 (PERCENTAGES)**

MANAGEMENT POSITION	WOMEN	MEN	TOTAL
President	-	3.0	1.4
General Director	-	3.0	1.4
Department Director	2.6	6.1	4.2
Central Director	17.9	24.3	20.8
Service Manager	79.5	63.6	72.2
<b>TOTAL</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>

Source: Istat, Personnel Information System

Also, among men the share of personnel with the role of Central Director is equal to 24.3% while for women it stands at 17.9%.

Currently, in top positions (President, CEO, Department Director) there are approximately 9% of male managers, while for the female component the threshold is 2.6%.

This year, for the first time, a review was conducted of some of the Institute's bodies and committees:

- the Council, which is responsible for planning, directing, and supervising the Institute's activities<sup>14</sup> and is composed of the President of Istat, who chairs it, and four other members, three men and two women;
- the Committee for the direction and coordination of statistical information, the governing body of the National Statistical System, with management functions for the statistical offices and which decides on the National Statistical Programme. It is composed of 15 members, five women and ten men;
- the Independent Assessment Body (OIV, Organismo Indipendente di Valutazione), which is responsible for performance measurement and evaluation and provides the President with the information for the annual evaluation of general managers, validates the Performance Report, and supports the governing bodies in defining strategic objectives, facilitating their coordination. The OIV is composed of two members and a President, all men;
- the Board of Auditors, which ensures proper accounting and consistency between the financial statements and accounting records; its composition includes three members, currently one woman and two men, plus two substitute women;
- the Advisory Committee on statistical methods, which is a body composed of national and international experts and is responsible for evaluating methodological research projects produced at the Institute, verifying their quality, consistency, and alignment with the current state of international research. The Committee members come from a variety of academic and professional backgrounds. The Committee is composed of 3 women and 6 men.

An analysis of the gender composition of these bodies reveals a predominance of men, except for the Board of Auditors, and a total absence of women in the Independent Assessment Body (OIV) (Table 2.3).

**TABLE 2.3 - STAFF AND RELATED POSITION IN BODIES AND COMMITTEES, BY GENDER.  
31 JANUARY 2025 (ABSOLUTE VALUES)**

BODY	WOMEN	MEN	TOTAL
Board	2	3	5
Comstat	5	10	15
OIV	-	3	3
Board of Auditors	3	2	5
Committee on statistical methods	3	6	9
<b>TOTAL</b>	<b>13</b>	<b>24</b>	<b>37</b>

Source: Istat, Personnel Information System

## 2.2 Objectives and actions

Equality in the organization's *leadership* and decision-making processes must be pursued through a series of objectives that describe a real path, aimed at promoting gender equality. The proposed path is aimed at creating the conditions to remove several 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 *governance* on the topic of gender equality, a number of actions are planned that aim to build a stable infrastructure to support the study and monitoring of gender issues.

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

A preliminary initiative, aimed at fostering the broadest possible sharing of the planned actions within the Institute, is the establishment of a permanent structure, an Interdepartmental Committee, with the task of coordinating different interventions and ensuring ongoing monitoring of gender equality issues. This structure could serve as a true observatory on gender equality, ensuring ongoing discussion on the *Gender Equality Plan*, and monitoring and verifying the implementation of the planned actions. The Committee must also ensure dissemination and awareness of the Plan, organizing regular meetings on the progress of the work with key figures involved in the *governance* processes. Among the actions that could be central to this body's work, for example, there is the establishment of an information framework that collects and integrates, from a gender perspective, data relating to the composition of the

<sup>14</sup> Article 8, paragraph 2, letters b) and d) of the Statute.



governing bodies, management positions, and other roles of responsibility in the Institute's bodies and committees. Using this data, historical series or specific indicators can also be reconstructed to provide a comprehensive and up-to-date overview of gender issues within the organization. The Committee's functions may also include annual reporting of data related to gender balance in *leadership* and decision-making processes, and may assist in identifying the effectiveness of actions undertaken and determining further interventions aimed at reducing gender inequalities. In addition to internal actions and initiatives, the Committee may also promote joint working groups 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 UNI/PdR 125:2022 certification was developed to define criteria, technical requirements, and functional elements for certifying gender equality in organizations.

Among the actions provided by the Plan, there is the definition of a *roadmap* leading to certification from one of the accredited bodies. The Reference Guidelines (PdR) UNI 125:2022 on Gender Equality outlines the requirements for the Certification referred to by the PNRR and provides for the structuring and adoption of a set of performance indicators (KPIs) related to gender equality policies in organizations.

Gender equality certification, as well as strengthening the Institute's reputation, allows organizations to access rewards or incentive mechanisms related to Italian and European tenders.

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

#### 3.1 Introduction

*Gender gap* remains a persistently topical issue, and is still an unresolved problem today, both in private and public sectors, where the gender gap takes different but no less significant forms and can still be considered far from being completely overcome.

The *Global Gender Gap Report 2024*, published on 11 June 2024, not only fails to report a reduction in the gender gap, which, albeit slowly, is advancing in all the countries surveyed—so much so that it states that “[...] *full parity remains beyond the reach of another five generations*” - but also highlights a significant distance from the goals set by the 2030 Agenda for Sustainable Development<sup>15</sup>. Compared to Italy, the picture is even less encouraging: the study places the country 87th out of 146 countries considered globally and 37th among 40 European countries, a further decline compared to 2023.

On the other hand, in its recent Resolution on Human Rights of 18 January 2023, the European Parliament openly pointed out that no country in the world has yet achieved gender equality: women continue to be a minority in managerial positions, earn lower wages, and their skills and competences are undervalued or belittled due to stereotypes about their role in the family.

This situation is fully confirmed by the dynamics observed in the public sector: in fact, although it is widely believed that in the public sector, unlike the private sector, gender-related inequalities are not as frequent or substantial, and despite the fact that the female employment rate has increased significantly in recent years<sup>16</sup>, despite a legislation that, at least formally, appears to guarantee substantial legal equality, *de facto* significant critical issues regarding equal opportunities remain.

An analysis of the 2024 Annual Accounts of the State Accounting Office, which presents data on the size of public administration personnel (*abbreviated to PP.AA.*) reveals, in particular, that if we look at top management positions, less than a third of managerial roles are held by female workers<sup>17</sup>, and the estimate varies significantly, with margins of further disadvantage, when moving from the lowest to the highest management level. Although Article 45 of Legislative Decree n. 165 of 30 March 2001, guarantees equal pay and contractual treatment for all employees, many indicators confirm the under-representation of women in senior positions and roles, as well as an asymmetry in career opportunities. The gender distribution in flexible employment is equally asymmetric<sup>18</sup>. The percentage of women employed on fixed-term, job-training, temporary, or part-time contracts is substantially higher than that of their male counterparts. This is often preferred because it allows them to deal with the unequal distribution of family responsibilities, as a voluntary, but in reality, compulsory option<sup>19</sup>, and in any case likely to cause a competitive disadvantage in their careers.

The situation causes significant disadvantages with respect to the real wage levels of the female component (*gender pay gap*)<sup>20</sup>, which end up being strongly different from those of male workers<sup>21</sup>, with effects that also have repercussions on pension incomes (*gender pension gap*).

With this situation in mind, it is worth asking why there is such a significant participation of women in the public sector, a participation that has seen a steady increase in recent years. There are essentially three reasons.

Firstly, women themselves often choose the public sector, even though this choice is often not entirely free, being strongly influenced by what they feel they must continue to do and represent within their families. Indeed, women workers seek employment in the public sector because it is more *family friendly* than the private sector, with shorter or at least better distributed working hours. Furthermore, it is easier to obtain authorisations and leaves, and wages, for

<sup>15</sup> The Report is available on the site of the World Economic Forum, in <https://www.weforum.org/publications/global-gender-gap-report-2024/>.

<sup>16</sup> Women represent 59.4% of the approximately 3,270,000 public employees in Italy. The data, regularly updated, can be found on the Ministry of Economy and Finance (MEF)'s dedicated Annual Accounts page, a census of public administrations conducted by the State General Accounting Department. (<https://contoannuale.rgs.mef.gov.it/web/sicosito>). The latest available data, recently published, concern size and composition of the staff for 2022.

<sup>17</sup> Ibidem.

<sup>18</sup> See *inter alia* Esposito, Luciani, A. Zoppoli, L. Zoppoli, (eds.), *La riforma del lavoro pubblico*, Giappichelli, 2018, 131-232.

<sup>19</sup> See L. Valente, *Il lavoro delle donne, ieri ed oggi. Dall'accesso al mercato del lavoro alla direttiva UE sulla trasparenza salariale*, in *Equal*, 2024, 1, 67-68.

<sup>20</sup> See V. Fili, *Brevi riflessioni sul differenziale di genere e discriminazioni indirette nel sistema italiano di sicurezza sociale*, in *Equal*, 2024, 1, 45 ss.; Also, *Le difficili libertà delle donne tra gender wage gap, soffitti di cristallo e bassa fecondità*, in *LDE*, 2021, 2, 5 ss.

<sup>21</sup> Further data is available in the Public Employee Salary Reports on the ARAN website: <https://www.aranagenzia.it/statistiche-e-pubblicazioni/rapporti-sulle-retribuzioni.html>.

equal roles and seniority, cannot be lower than those of men. Furthermore, public sector employment offers the guarantee of greater job stability, which, in the event of unfair termination, always grants public sector workers the right to reinstatement<sup>22</sup>, something that no longer exists in the private sector. This higher level of protection also impacts personal and family life and evidently makes the public sector more attractive for those who still are in charge of the greater burden of parental and family responsibilities (*the so-called family burden*).

The second reason lies in *public service motivation*, that is, women's particular propensity to serve the community and therefore to engage in roles that contribute to creating public value.

The third and final reason is related to the fact that public employment, in accordance with Article 97 of the Constitution, is accessed through a public competitive exam<sup>23</sup>. Women invest decisively and consciously in their school and university education, with one of their goals being to secure long-term employment opportunities that are appropriate and consistent with their training. Public employment, with its rigid and selective entry mechanisms, is undoubtedly an attractive sector for women, as confirmed by the numbers of competition winners<sup>24</sup>.

### 3.2 Gender equality, access to public employment and professional development in Italian legislation: from the Constitution to *soft law* instruments

Gender equality has a primary value for the national set of rules, so much so that the Italian Constitution already contains a great number of provisions that provide for policies in favour of equal work opportunities between men and women and which tend to implement positive interventions so that optimal living conditions can be developed<sup>25</sup>. Now, while from a legal perspective there are no longer any legally established exclusions or discriminations, and therefore legal equality is no longer in question, differences in treatment and discrimination in the workplace still persist, and constitute a drawback to the full development of individuals, and specifically women. That said, a number of rebalancing measures have been put in place for some time; legislators are increasingly focused on progressively eliminating gender inequalities and adopting ever-greater protections in the workplace, in order to prevent and fight all forms of discrimination regarding access to employment, including selection criteria and hiring conditions. The first of these measures was Legislative Decree n. 198 of 11 April 2006 (Code of Equal Opportunities between Men and Women - CPO)<sup>26</sup>, with the aim of promoting equal treatment and opportunities, containing all forms of gender discrimination, and developing and strengthening positive actions that promote equality, not only through repressive measures against discrimination, but also through active policies that improve the living conditions of women, particularly in the workplace, in the family, and in the social environment.

The principle of equal conditions for access to public employment is guaranteed by Legislative Decree n. 165 of 30 March 2001 (the so-called Consolidated Law on Public Employment – TUPI)<sup>27</sup>. The decree in question establishes that public administrations are required to guarantee equality and equal opportunities between men and women, the absence of any form of discrimination, direct or indirect, based on gender [...] in access to employment, treatment and working conditions, professional training, promotions, and workplace safety. To this end, public administrations are required to ensure the training and continuing education of their personnel, while also ensuring the implementation of training programmes that contribute to the development of a gender culture in public offices (Articles 7 and 35). The decree also establishes that recruitment in public administrations must be carried out through public competitive exams based on the principles of transparency, impartiality, and equal treatment, avoiding discrimination and ensuring that selection processes are gender-neutral and respect equal opportunities for men and women. In order to ensure the *de facto* implementation of these requirements, public administrations implement positive actions such as: (a) reserving to women at least one third of the positions on the examining commissions<sup>28</sup>; (b) adopting regulatory acts to ensure equal opportunities between genders in the workplace; (c) ensuring the participation of their female employees in training and professional development courses in proportion to their presence in the public administration; (d) financing positive

<sup>22</sup> See Art. 63 of Legislative Decree N. 165 of 30 March 2001, so-called Consolidated Law on Public Employment (TUPI). Text available at the link: <https://www.normattiva.it/uri-res/N2Ls?urn:nir:stato:decreto.legislativo:2001-03-30:165>.

<sup>23</sup> The Constitutional Court, since 1999 and on numerous occasions, defined the competitive exam as a mechanism for the neutral technical selection of the most capable, and this mechanism benefits the female gender more; in fact, women are more educated than men, a so-called "educational overtaking" having occurred in recent years. On this topic, see E. Pasqualetto, *Il lavoro delle donne alla prova delle nuove flessibilità tipologiche: Jobs Act e dintorni*, in Dir. merc. lav., 2018, p. 527 e ss.

<sup>24</sup> See notes 2 and 3.

<sup>25</sup> See articles 3, 37, 51 of the Italian Republic Constitution available at: <https://www.normattiva.it/uri-res/N2Ls?urn:nir:stato:costituzione>.

<sup>26</sup> For the full text of the Code, specifically Articles 25, paragraph 2 (Direct and Indirect Discrimination), 27 (Prohibitions on Discrimination in Access to Employment, Professional Training and Promotion, and Working Conditions), 31 (Prohibitions on Discrimination in Access to Public Employment), 46 (Staff Condition Report), 46-bis (Certification of Gender Equality), and 48 (Positive Actions in Public Administration), please refer to the following link: <https://www.normattiva.it/uri-res/N2Ls?urn:nir:stato:decreto.legislativo:2006-04-11:198>.

<sup>27</sup> For the full text of TUPI see: <https://www.normattiva.it/uri-res/N2Ls?urn:nir:stato:decreto.legislativo:2001-03-30:165>.

<sup>28</sup> While an adequate percentage of female components in the commissions appears extremely appropriate, there is however a solid jurisprudence on this rule which significantly reduces its impact. See on the topic M. Peruzzi, *La tutela contro le discriminazioni nella pubblica amministrazione*, in A. Boscati (eds.), *Il lavoro pubblico. Dalla contrattualizzazione al Governo Draghi*, Maggioli, 2021.

action programmes and the activities of the Guarantee Committees for equal opportunities (hereinafter CUG), for the improvement of the well-being of workers and against discrimination (See article 57 of the TUPI).

Further innovating the framework described above, which can be traced back to the public sector access phase, was the reformulation of Presidential Decree n. 487 of 9 May 1994<sup>29</sup> carried out after nearly thirty years by the Presidential Decree n. 82 of 16 June 2023. Article 6 of this decree, entitled "Gender Balance," provides that *"in order to ensure gender balance in public administrations, the competition announcement shall indicate, for each of the positions offered, the percentage of gender representation in the administration issuing the announcement, calculated as of December 31 of the previous year. If the gender gap is greater than 30 percent, the preference referred to in Article 5, paragraph 4, letter o), shall apply in favour of the less represented gender"*.

Also during the most recent period of regulation of procedures to access public employment, there has been a renewed emphasis on gender equality. A first provision on this topic is Article 17-quater (Principle of Gender Equality) of Legislative Decree n. 80 of 9 June 2021 (the so-called "Recruitment Decree")<sup>30</sup>, which provides that *"the recruitment plan for fixed-term personnel, the assignment of collaborations by public administrations, hiring through apprenticeship contracts, mobility and career progression, as well as all other hiring methods, excluding those through competitive exams, referred to in this decree, are implemented by ensuring criteria aimed at achieving effective gender equality, in accordance with the provisions of the PNRR"*. Indeed, the provision, which is more of a stylistic formula than a rigid prescription, does not appear likely to have a significant impact on the application level: it is sufficient to consider, on the one hand, the generic wording, which does not imply the mandatory provision of "gender quotas"—that is, the attribution of a portion of the positions and/or jobs to women—and, on the other, the exclusion of competitive procedures from the items and therefore from the scope of the provision.

Also within the same decree, Article 1, paragraph 8, in the awarding of professional assignments for the implementation of PNRR, requires administrations to invite at least four professionals or experts, "in any case in a number sufficient to ensure gender equality," to participate in a selective interview for the assignment of collaboration positions.

Article 1, paragraph 12 of the same decree, without prejudice to the provision of Article 57, paragraph 1, letter a) of the TUPI, which reserves at least one-third of the positions on examination commissions to women, further establishes that "the examination commissions for the procedures referred to in this article shall be composed in compliance with the principle of gender equality." A similar provision regarding examination commissions is provided for in Article 2, paragraph 7 of Legislative Decree n. 36 of 30 April 2022<sup>31</sup> (from 1 November 2022, the members of public competition commissions shall be selected in compliance with the principles of gender equality, through the Single Recruitment Portal inPA).

Article 5 of the same decree, "Strengthening the commitment to gender balance", requires public administrations to adopt measures that grant specific advantages or avoid or compensate for career disadvantages for the less represented gender (all without imposing new or increased expenses on public finances). The criteria, literally defined as "positive discrimination," must be compliant to the objective to be achieved and adopted when the qualifications to be filled or the scores achieved in competitive exams are equal.

In order to provide more precise indications to the various bodies on these actions and these criteria, on 6 October 2022 the Public Administration Department of the Presidency of the Council of Ministers, in agreement with the Department for Equal Opportunities and Family, issued specific "Guidelines on Gender Equality in the Organization and Management of the Employment Relationship with Public Administrations"<sup>32</sup>.

The guidelines are organized in two sections and an appendix containing a glossary of definitions of terminology related to gender equality issues. In particular, the first section provides a framework for the underlying principles and legislation and identifies the context in which the proposed actions are implemented, with the aim of capitalizing on previous experiences and identifying synergies and shared objectives with interventions at the global, European, and national levels. The second section analyses the methodology and tools to be implemented in the employment relationship and explores the actions needed to improve gender equality, although the framework leaves each public administration free to implement organizational solutions that are appropriate to its own context.

Once some instructions on measuring the existing situation in each individual Public Administration are provided (a so-called gender equality "checklist," see section 6), in which communication, transparency, and the need to ensure accountability of Public Administrations with regard to gender policies play a significant role (each Public Administration must become accustomed to presenting data regarding its own organization, also offering a "gender" interpretation), the guidelines provide indications on how to ensure greater participation of women in competitive exams to access managerial roles or positions of greater responsibility and on how to design calls that do not reproduce gender discrimination (section 6.2, letters b) and c)), starting with the use of a language that avoids gender bias<sup>33</sup>.

In addition to monitoring the phenomenon, once again through appropriate measurements, to determine whether top management positions are truly unattractive, administrations are required to work on the application calls, where specific information must be included on the measures the organization adopts to promote the inclusion of female

<sup>29</sup> Regulations governing the access to public administration positions and the procedures for carrying out competitive exams and other forms of hiring in public offices. For the full text of the decree, please refer to the following link: <https://www.normattiva.it/uri-res/N2Ls?urn:nir:presidente.repubblica:decreto:1994-05-09:487>.

<sup>30</sup> For the full text of the decree, please refer to the following link: <https://www.normattiva.it/uri-res/N2Ls?urn:nir:stato:decreto.legge:2021-06-09:80>.

<sup>31</sup> For the full text of the decree, please refer to the following link: <https://www.normattiva.it/uri-res/N2Ls?urn:nir:stato:decreto.legge:2022-04-30:36>.

<sup>32</sup> The full text of the Guidelines is available at: <https://www.aranagenzia.it/documenti-di-interesse/sezione-giuridica/dipartimento-funzione-pubblica/13169-linee-guida-sulla-parita-di-genere-nellorganizzazione-e-gestione-del-rapporto-di-lavoro-con-le-pubbliche-amministrazioni.html>.

<sup>33</sup> Available on the Intranet of the Institute.

workers in positions of responsibility. Listing these measures would allow to understand and measure the gender imbalance within each organization, adopting indicators that highlight, for example, men's and women's use of flexibility and work-life balance tools offered by regulations and collective agreements. Another key point is to consider past experience in career opportunities, especially in management. In particular, tools and suggestions are provided to measure the degree of achievement of gender equality in access and career progression. To this end, not only experiences and monitoring tools must be promoted, such as gender budgeting or the inclusion of data on the organization's *performance* in terms of equal opportunities and gender balance in the Integrated Plan on Activities and Organization (PIAO), but specific attention should also be paid to formulating calls for applications that do not reflect gender discrimination and ensure broad participation in selections for top management positions. Attention is also paid to techniques to ensure work organization with no gender staff discrimination. Indeed, it is recommended that *work-life balance* measures and flexible working arrangements be regulated in a non-discriminatory manner, or that adequate organizational safeguards be defined and introduced, as well as *governance* tools and promotion of *gender-balanced* professional growth and career development (for example, ensuring no financial or career penalties for using flexible working arrangements). From this perspective, the guidelines also address organizational culture, requiring, for example, that administrations organize meetings no later than certain hours, which are more likely to conflict with the need to manage family responsibilities, and that a hybrid meeting format be used, with video-conferencing by *default* even if there are in-person participants. Specific provisions aimed at encouraging examining commissions to be attentive to inclusion and gender equality issues are included, going beyond the application of the well-known rule set forth in Article 57, paragraph 1, lett. a) of TUPI, and considering specific training on inclusion and *diversity management* as a preferential criterion for filling the role of member (paragraph 6.2, letter d) or, again, providing advance training to recruitment staff on gender issues. The flexible and operational nature of the guidelines is certainly commendable, allowing for their application in any type of administration. Also noteworthy is the effort to find operational solutions designed to directly impact selection procedures. Although these provisions aim to effectively and efficiently enhance gender culture, these solutions, currently considered *soft law* solutions, should also, perhaps after an adequate period of trial, be translated into truly binding provisions, with sanctions put in place for violations. Ultimately, public employers should excel in every aspect of the employment relationship: this is inherent in the function of public administration, which embodies guaranteed values such as impartiality, good performance, gender equality and equal opportunities, and the absence of any discrimination. Although there is a binding regulatory framework regarding the absence of discrimination and equal conditions in access to public offices, as well as equal opportunities between men and women in public employment in the course of their careers, we are still far from the objective set by the legislator itself when, in Article 7 of the TUPI, it states that "public administrations shall guarantee equality and equal opportunities between men and women and the absence of any form of discrimination, whether direct or indirect". The critical issues still found in public sector employment today are linked to a variety of factors: the goal of gender equality requires, more than others, both interventions to strengthen equality in the strict sense and measures to support the prevention and suppression of all forms of discrimination, as well as work-life balance policies aimed at promoting organizational well-being. This therefore implies a multidimensional and multifunctional approach to the issue. Preventing and containing all forms of discrimination, starting with gender, requires both the proactive identification and removal of conditions that indirectly impact the potential effects of measures, and the implementation of equal opportunities in a workplace context in which, from the very beginning of the employment relationship, constant attention is paid to the egalitarian dimension of treatment, essentially in the sense of the necessary diversification for equal purposes.

### 3.3 ISTAT context and data analysis

#### Recruitment processes and staff at Istat

The study on the distribution of the Institute's staff concerns the three-year period 2022-2024 (see tables 3.1, 3.2, 3.3) in which several competitive and mobility procedures were carried out which led to the hiring of 247 new units (39 units in 2022, of which 14 men and 25 women; 142 units in 2023, of which 84 men and 58 women; and 66 units in 2024, of which 29 men and 37 women). Overall, Istat's workforce as of 31 December 2024, numbered 1,906, of which 1,891 were permanent staff and 15 were non-permanent staff. Approximately 59.2% were women and 40.8% were men, a ratio that increased by 14 women and 40 men over the three-year period under observation. For the purposes of gender analysis, staff were divided into the following three subgroups: 1) Administrative Managers, 2) Levels I-III staff, and 3) Levels IV-VIII staff. In 2024, among first-tier administrative managers, the role increased to 2 men to 1 woman, in 2022 the ratio was 3 to 1. In the three-year period 2022-2024, for second-tier managers, the ratio in favour of women increased from 4 to 1 to 6 to 1.

The Institute's level I-III staff increases from 545 women and 307 men in 2022 to 621 women and 340 men in 2023, and 619 women and 337 men in 2024, with female and male populations remaining virtually unchanged between 2023 and 2024. However, while the composition of Researcher/Technologist staff consistently supports women (53.5% women compared to 52.5% men in level II and 26.5% women compared to 23.1% men in level III), the situation reverses in level I (Research Director/Technologist Director), with a prevalence of men (24.3%) over women (20%), a

decreasing trend compared to 2023, when a gender gap of 6 percentage points was recorded. A positive trend is recorded in the distribution of staff in levels IV-VIII, in which the presence in top positions (corresponding to level IV) improves considerably in favour of women, which from -4.3% in 2022 (34.6% women compared to 38.9% men in 2022), rises to +4% in 2024 (with 37.8% women and 33.8% men).

**TABLE 3.1 – ISTAT PERSONNEL AT 31 DECEMBER 2024**

CONTRACTUAL LEVEL	ABSOLUTE VALUES			PERCENTAGE VALUES		
	Women	Men	Total	Women	Men	Total
Administrative manager I	1	2	3	14.3	66.7	30.0
Administrative Manager II	6	1	7	85.7	33.3	70.0
<b>Total Administrative Managers</b>	<b>7</b>	<b>3</b>	<b>10</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>
Level I	124	82	206	20.0	24.3	21.5
Level II	331	177	508	53.5	52.5	53.1
Level III	164	78	242	26.5	23.1	25.3
<b>Total Levels I/III</b>	<b>619</b>	<b>337</b>	<b>956</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>
Level IV	190	148	338	37.8	33.8	36
Level V	153	89	242	30.5	20.3	25.7
Level VI	135	169	304	26.9	38.6	32.3
Level VII	21	27	48	4.2	6.2	5.1
Level VIII	3	5	8	0.6	1.1	0.9
<b>Total Levels IV/VIII</b>	<b>502</b>	<b>438</b>	<b>940</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>
<b>OVERALL TOTAL</b>	<b>1128</b>	<b>778</b>	<b>1906</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>

Source: Istat, Personnel Information System

**TABLE 3.2 – ISTAT PERSONNEL AT 31 DECEMBER 2023**

CONTRACTUAL LEVEL	ABSOLUTE VALUES			PERCENTAGE VALUES		
	Women	Men	Total	Women	Men	Total
Administrative manager I	1	2	3	16.7	66.7	33.3
Administrative Manager II	5	1	6	83.3	33.3	66.7
<b>Total Administrative Managers</b>	<b>6</b>	<b>3</b>	<b>9</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>
Level I	101	76	177	16.3	22.3	18.4
Level II	205	106	311	33.0	31.2	32.4
Level III	315	158	473	50.7	46.5	49.2
<b>Total Levels I/III</b>	<b>621</b>	<b>340</b>	<b>961</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>
Level IV	203	161	364	40.3	36.1	38.3
Level V	153	87	240	30.3	19.5	25.3
Level VI	123	162	285	24.4	36.3	30.0
Level VII	22	31	53	4.4	7.0	5.6
Level VIII	3	5	8	0.6	1.1	0.8
<b>Total Levels IV/VIII</b>	<b>504</b>	<b>446</b>	<b>950</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>
<b>OVERALL TOTAL</b>	<b>1131</b>	<b>789</b>	<b>1920</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>

Source: Istat, Personnel Information System

**TABLE 3.3 – ISTAT PERSONNEL AT 31 DECEMBER 2022**

CONTRACTUAL LEVEL	ABSOLUTE VALUES			PERCENTAGE VALUES		
	Women	Men	Total	Women	Men	Total
Administrative manager I	1	3	4	20.0	75.0	44.4
Administrative Manager 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	65	49	114	11.9	16.0	13.4
Level II	188	104	292	34.5	33.9	34.3
Level III	292	154	446	53.6	50.1	52.3
<b>Total Levels I/III</b>	<b>545</b>	<b>307</b>	<b>852</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>
Level IV	195	166	361	34.6	38.9	36.4
Level V	179	83	262	31.7	19.4	26.4
Level VI	158	136	294	28.0	31.9	29.7
Level VII	23	31	54	4.1	7.3	5.5
Level VIII	9	11	20	1.6	2.5	2.0
<b>Total Levels IV/VIII</b>	<b>564</b>	<b>427</b>	<b>991</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>
<b>OVERALL TOTAL</b>	<b>1114</b>	<b>738</b>	<b>1852</b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>

Source: Istat, Personnel Information System

### Promotion of Career and Professional Development in Istat

The age distribution of employees shows that as of 31 December 2024 (see Table 3.4), 11.2% of female workers and 14.2% of male workers are over 60 years old, with approximately half of female workers (53.1%) and male workers (48%) between 50 and 60 years old. This is followed by employees between 41 and 50 years old, with a higher percentage of female workers at 27.8% compared to 26.2% of male workers. However, the share of female workers (6.9%) and male workers (9.4%) between 31 and 40 years old is small, and, finally, there is only a marginal part of employees under 30 years old, only 1% of female workers and 2.2% of male workers. Looking at the issue of



permanence in the staff level by gender, the analysis of the data shows that 12.9% of female employees (145 out of a total of 1121) and 18.6% of male employees (144 out of a total of 775) remain in the level for a period exceeding 10 years, without seeing any economic or professional progression; 17.2% of women (193 out of 1121) and 21.7% of men (168 out of 775) remain in the level between 5 and 10 years. In the other two classes, respectively between 3 and 5 years and between 0 and 3 years, the percentage is higher for the female gender: 6.4% of women (71 out of 1121) and 4.6% of men (36 out of 775) and 63.5% of women (712 out of 1121) and 55.1% of men (427 out of 775).

Atypical permanence at a given level for more than 10 years has a more significant impact on male workers. In fact, with the exception of the 51-60 age group, where there is a higher number of female workers than male workers, in all other age groups there is a greater prevalence of males, with a consequent prolongation of professional growth times.

**TABLE 3.4 - SENIORITY IN NON-MANAGERIAL PROFILES AND LEVELS, BREAKDOWN BY GENDER AND AGE AS OF 31 DECEMBER 2024**

CONTINUITY IN THE SAME PROFILE (YEARS)	AGE GROUPS (MEN)						AGE GROUPS (WOMEN)						OVERA LL TOTAL	% OF TOTAL NON- MANAG ERIAL STAFF
	≤ 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	16	59	119	198	35	427	11	55	227	379	40	712	1139	60.1
Between 3.1 and 5	0	6	17	11	2	36	0	14	27	24	6	71	107	5.6
Between 5.1 and 10	1	8	43	98	18	168	0	8	48	110	27	193	361	19.0
Above 10	0	0	24	65	55	144	0	0	10	82	53	145	289	15.3
<b>OVERALL TOTAL</b>	<b>17</b>	<b>73</b>	<b>203</b>	<b>372</b>	<b>110</b>	<b>775</b>	<b>11</b>	<b>77</b>	<b>312</b>	<b>595</b>	<b>126</b>	<b>1121</b>	<b>1896</b>	<b>100</b>
<b>% of total non- managerial staff</b>	<b>2.2</b>	<b>9.4</b>	<b>26.2</b>	<b>48.0</b>	<b>14.2</b>	<b>100</b>	<b>1.0</b>	<b>6.9</b>	<b>27.8</b>	<b>53.1</b>	<b>11.2</b>	<b>100</b>	<b>100</b>	<b>100</b>

Source: Istat, Personnel Information System

During the years 2023-2024, a large portion of the Institute's staff (1,234 people) underwent internal selection procedures aimed at career progression (levels I-III) and career and salary progression (levels IV-VIII).

With regard to levels I-III (see Table 3.5), a total of 731 employees participated in the procedures, including 490 women and 241 men. These were divided into 286 participants moving to the first professional level (Research Director and Technologist Director), including 193 women and 93 men, and 445 participants moving to the second professional level, including 297 women and 148 men (Senior Researcher and Senior Technologist). The winning candidates, for a total of 282 (40 winners in the transition from the II to the I level and 242 winners in the transition from the III to the II level), were 190 women and 92 men, with a percentage of those eligible for both genders exceeding 38%.

Female employees perform better in the transitions from level II to level I (7.9% for Research Managers and 8.4% for Technology Managers, compared to 5.5% and 4.3% respectively); in the transitions from level III to level II, however, the results are reversed in favour of the male gender (with a percentage of 50% for Senior Researchers and 40.2% for Senior Technologists compared to 44.7% and 39% for female employees).



**TABLE 3.5 – LEVEL PROGRESSIONS THROUGH INTERNAL SELECTION PROCEDURES  
LEVEL I-III (Article 15-2024)**

PARTICIPANT UPGRADES FROM LEVEL I-III	SELECTION PROCEDURE ARTICLE 15-2024					
	Absolute values			Percentage values		
	Men	Women	Total	Men	Women	Total
Research Director	43	103	146	17.8	21.0	20.0
Technologist Director	50	90	140	20.8	18.4	19.1
Senior Researcher	85	162	247	35.3	33.1	33.8
Senior Technologist	63	135	198	26.1	27.5	27.1
<b>TOTAL PARTICIPANTS</b>	<b>241</b>	<b>490</b>	<b>731</b>	<b>100</b>	<b>100</b>	<b>100</b>
WINNERS OF LEVEL I-III UPGRADES	Absolute values			Percentage values		
	Men	Women	Total	Men	Women	Total
	Men	Women	Total	Men	Women	Total
Research Director	5	15	20	5.5	7.9	7.1
Technologist Director	4	16	20	4.3	8.4	7.1
Senior Researcher	46	85	131	50.0	44.7	46.4
Senior Technologist	37	74	111	40.2	39.0	39.4
<b>TOTAL WINNERS</b>	<b>92</b>	<b>190</b>	<b>282</b>	<b>100</b>	<b>100</b>	<b>100</b>

Source: Istat, Personnel Information System

Regarding the second group (levels IV-VIII; see table 3.6), in the selection procedures pursuant to Article 54 out of a total of 366 participants (149 men and 217 women), 197 candidates were successful. Of these, 71 were men, representing 47.6% of eligible male candidates, and 126 were women, representing 58% of eligible female candidates. Employees achieved better results in administrative profile progression (Administrative Officers, Administrative Assistants, Administrative Operators), while in technical profiles (Technical Collaborator of Research Centres (C.T.E.R.) and Technical Operator) the results were reversed in favour of women.

**TABLE 3.6 – LEVEL PROGRESSIONS THROUGH INTERNAL SELECTION PROCEDURES  
LEVEL IV- VIII (Article 54-2023)**

<b>PARTICIPANT UPGRADES FROM LEVEL IV- VIII</b>	<b>SELECTION PROCEDURE ARTICLE 54-2023</b>					
	<b>Absolute values</b>			<b>Percentage values</b>		
	<b>Men</b>	<b>Women</b>	<b>Total</b>	<b>Men</b>	<b>Women</b>	<b>Total</b>
Administration Officer	3	5	8	2.0	2.3	2.2
Administration Assistant	13	6	19	8.7	2.7	5.2
Administration Operator	3	0	3	2.0	0	0.8
T.E.R. Collaborator	125	195	320	83.9	89.9	87.4
Technical Operator	5	11	16	3.4	5.1	4.4
<b>TOTAL PARTICIPANTS</b>	<b>149</b>	<b>217</b>	<b>366</b>	<b>100</b>	<b>100</b>	<b>100</b>
<b>WINNER UPGRADES FROM LEVEL IV - VIII</b>	<b>Absolute values</b>			<b>Percentage values</b>		
	<b>Men</b>	<b>Women</b>	<b>Total</b>	<b>Men</b>	<b>Women</b>	<b>Total</b>
	<b>Men</b>	<b>Women</b>	<b>Total</b>	<b>Men</b>	<b>Women</b>	<b>Total</b>
Administration Officer	2	3	5	2.8	2.4	2.6
Administration Assistant	7	5	12	9.9	4.0	6.1
Administration Operator	2	1	3	2.8	0.8	1.5
T.E.R. Collaborator	56	108	164	78.9	85.7	83.2
Technical Operator	4	9	13	5.6	7.1	6.6
<b>TOTAL WINNERS</b>	<b>71</b>	<b>126</b>	<b>197</b>	<b>100</b>	<b>100</b>	<b>100</b>

Source: Istat, Personnel Information System

Employees in levels IV-VIII also obtained pay increases in senior positions (see Table 3.7), with 80 winners out of 137 eligible candidates (66 men and 71 women). Men achieved better results in the Administrative Officer and Administrative Operator positions, while female employees achieved better results in the Administrative Assistant, Technical Collaborator of Research Centres, and Technical Operator positions.

**TABLE 3.7 – ECONOMIC PROGRESSIONS THROUGH INTERNAL SELECTION PROCEDURES LEVEL IV - VIII (Article 53-2024)**

PARTICIPANT UPGRADES FROM LEVEL IV- VIII	SELECTION PROCEDURE ARTICLE 53-2024					
	Absolute values			Percentage values		
	Men	Women	Total	Men	Women	Total
Administration Officer IV l.p.	1	1	2	1.5	1.4	1.5
Administration Collaborator V l.p.	1	3	4	1.5	4.2	3.0
Administration Officer VII l.p.	8	7	15	12.1	9.9	10.9
T.E.R. Collaborator IV l.p.	55	56	111	83.4	78.9	81.0
Technical Operator VI l.p.	1	4	5	1.5	5.6	3.6
<b>TOTAL PARTICIPANTS</b>	<b>66</b>	<b>71</b>	<b>137</b>	<b>100</b>	<b>100</b>	<b>100</b>
WINNER UPGRADES FROM LEVEL IV - VIII	Absolute values			Percentage values		
	Men	Women	Total	Men	Women	Total
	Men	Women	Total	Men	Women	Total
Administration Officer IV l.p.	1	1	2	2.9	2.2	2.5
Administration Collaborator V l.p.	1	2	3	2.9	4.4	3.8
Administration Officer VII l.p.	5	4	9	14.7	8.7	11.2
T.E.R. Collaborator IV l.p.	27	36	63	79.5	78.2	78.7
Technical Operator VI l.p.	0	3	3	0	6.5	3.8
<b>TOTAL WINNERS</b>	<b>34</b>	<b>46</b>	<b>80</b>	<b>100</b>	<b>100</b>	<b>100</b>

Source: Istat, Personnel Information System

### Managerial Positions and Examination Commissions

The Institute has held a total of 73 managerial positions in 2024, of which 30 assigned to men (41.1%) and 43 to women (58.9%) (see Table 3.8). There are three Department Directors, two men (66.7%) and one woman (33.3%); there are 16 Central Directors, eight men (50%) and eight women (40%), and there are 54 Service Managers, 20 men (37%) and 34 women (63%).

79.1% of the total positions held by women are Service Managers, and only the remaining 20.9% of the positions are Directors.

**TABLE 3.8 – MANAGEMENT POSITIONS FOR 2024**

POSITIONS	Absolute values			Percentage values		
	Men	Women	Total	Men	Women	Total
	Men	Women	Total	Men	Women	Total
Head of Department and General Director	2	1	3	66.7	33.3	4.1
Director of Central Management	8	8	16	50.0	50.0	21.9
Service Manager	20	34	54	37.0	63.0	74.0
<b>TOTAL POSITIONS</b>	<b>30</b>	<b>43</b>	<b>73</b>	<b>41.1</b>	<b>58.9</b>	<b>100</b>

Source: Istat, Personnel Information System

Regarding the Examination Commissions, data for the two-year period 2023-2024 (see Table 3.9) show that, out of a total of 13 Boards and 55 members, 38% are male and 62% are female; the role of secretary, however, is held by women in 84.6% of cases, while the role of President sees a prevalence of men (53.8%) over women (46.2%).

**TABLE 3.9 - GENDER COMPOSITION OF THE 2023-2024 EXAMINING BOARDS**

BOARDS	MEN		WOMEN		TOTAL		President (W/M)	Secretary (W/M)
	Absolute values	%	Absolute values	%	Absolute values	%		
Selection procedure commission Article 54-2023 IV CTER	0	0%	4	100%	4	100%	W	W
Selection procedure commission Article 54-2023 V CTER	1	25%	3	75%	4	100%	W	M
Selection procedure commission Article 54-2023 Different profiles	2	50%	2	50%	4	100%	M	M
Commission 1 External Mobility 2023	1	25%	3	75%	4	100%	W	W
Commission 2 External Mobility 2023	2	50%	2	50%	4	100%	W	W
Commission 3 External Mobility 2023	2	50%	2	50%	4	100%	M	W
Commission 4 External Mobility 2023	1	25%	3	75%	4	100%	W	W
Expert Selection Commission PNRR_1DSS_PA_2023	2	50%	2	50%	4	100%	M	W
Expert Selection Commission PNRR_1DSM_PA_2023	2	50%	2	50%	4	100%	M	W
Expert Selection Commission PNRR_6M_PA_2023	2	40%	3	60%	5	100%	M	W
Commission TEC-TD-CND-2023	2	50%	2	50%	4	100%	M	W
Commission RIC-TD-CND-2023	3	50%	3	50%	6	100%	M	W
Commission CTER-TD-CND-2023	1	25%	3	75%	4	100%	W	W
<b>Total staff</b>	<b>21</b>		<b>34</b>		<b>55</b>		<b>7 M 6 W</b>	<b>2 M 11 W</b>
<b>% of total staff</b>		<b>38%</b>		<b>62%</b>	<b>100%</b>		<b>53.8% W</b>	<b>46.2% M</b>
							<b>15.4% M</b>	<b>84.6% W</b>

Source: Istat, Personnel Information System

### 3.4 Objectives and actions

In accordance with the Guidelines referred to in section 3.2, the Institute should establish a regular flow of information to enable constant monitoring of existing human resources, from hiring to retirement, and regular analyses (reports) with specific indicators (such as the EU *Gender Equality Index*) on hiring and career development, with the collection and verification of data broken down by gender. To determine whether Istat is experiencing a lack of attractiveness for women in its responsibility positions — both managerial and otherwise — a first approach is to measure the number of female applications compared to the total and/or the percentage of female applications compared to the total number of potential interested parties meeting the requirements, compared with the percentage of male applications compared to the total number of potential interested parties meeting the requirements.

Below, there are objectives and proposed positive actions to eliminate inequalities and achieve equal opportunities between genders in the recruitment process of new resources and the enhancement of the careers of Istat staff, with reference to the three-year period 2025-2027.

#### OBJECTIVE 1: PROMOTE EQUAL OPPORTUNITIES IN RECRUITMENT

The first objective is achieving an equal evaluation between genders by ensuring that competitive and selection processes are gender-neutral, with evaluation criteria that prevent direct and indirect discrimination (e.g. avoiding the positive evaluation of experiences that may be inaccessible to one gender).

##### Action 1.1: Train recruitment staff and examination commissions to address gender equality:

- Provide specific training programmes for Istat recruitment staff, in order to have internal skilled personnel capable of supporting the commissions;
- Provide specific training programmes that raise awareness of gender issues in recruitment and professional development, reserved for those serving as examination commission members;
- Carefully select the composition of examination commissions — in addition to ensuring gender balance — also by considering specific training in inclusion and diversity management as a preferential criterion, and avoiding the appointment of members who are openly gender-biased (possibly by creating white lists to be populated and updated over time).

**Action 1.2: Promote selection processes aimed at ensuring equal opportunities** by preserving anonymity in the evaluation (*blind recruitment*) in all phases in which this does not violate the functionality of the procedure (e.g. preliminary definition of the requirements and their relative weight and retention of anonymity up to the oral exam threshold);

**Action 1.3: Develop recruitment marketing strategies that attract candidates of both genders**, highlighting the Institute's commitment to gender equality and equal professional opportunities, as well as measures taken to promote the inclusion of women in positions of responsibility;

**Action 1.4: Introduce training for all staff aimed at active, informed, and shared participation**, as well as developing a gender culture and raising awareness of gender *bias*, stereotypes, and implicit discrimination. This training will be done by promoting an inclusive organizational culture and work environment, promoting behaviours that respect the principle of equal treatment, and disseminating knowledge of equal opportunity legislation. This will include specific modules in all training programmes (see Article 7, paragraph 4, of the TUI) and, where possible, linking them to compliance with workplace health and safety obligations.

Actions 1.1 and 1.4 are consistent with the implementation of "training events aimed at establishing a cultural model based on equal opportunities [...]" as specified in the Positive Actions outlined in the 2025-2027 PIAO.

#### OBJECTIVE 2: PROMOTING EQUAL OPPORTUNITIES IN THE PROFESSIONAL DEVELOPMENT PHASES

The second objective is to achieve *gender balanced*, structured, and transparent professional growth and development paths, as specified in the Positive Action "Define objective and reliable criteria for professional growth" included in the 2025-2027 PIAO.

**Action 2.1: Develop inclusive career plans** that take into account the specific needs of all genders, such as work-life balance. This includes, for example, ensuring the absence of financial or career-related penalties for the use of flexible work arrangements and offering career opportunities, including part-time or flexible work arrangements, for those who need to manage family commitments.

Action 2.2: Establish evaluation commissions for the designation and assignment of roles and responsibilities;

**Action 2.3: Implement the mapping of professional skills** as an essential tool to define professional profiles and related tasks (*job profile* and *job description*) and to understand and enhance the skills of Istat employees;

**Action 2.4: Regularly and constantly monitor Istat data on employee careers** (advancements, career progressions) broken down by gender, in order to identify any inequalities and take immediate action to eliminate them.



## 4. INCLUSION OF THE GENDER ISSUE IN RESEARCH PROGRAMMES

The focus of research in Istat is defined in the three-year strategic planning, with a specific in-depth analysis of the development of methodological and thematic research.

At the Institute, research is an essential component of the strategy for the full use of the information potential of statistical production, which is also reflected in the implementation of thematic research projects. Furthermore, in this context, gender indicators are essential.

Research at Istat is a fundamental pillar of the Institute's three-year strategic planning. The National Statistical Programme (PSN) establishes the direction and priorities, highlighting how research (methodological and thematic) is essential to fully exploit the information potential of statistical production.

In this framework, integrating gender indicators becomes an indispensable tool to analyse and understand inequalities between men and women in various areas of society. Indeed, indicators allow us to identify gaps and monitor progress towards gender equality, thus also contributing to the set-up of a more fair and inclusive society.

### 4.1 Legislation on Gender Statistics

In line with last year's approach, gender statistics reaffirm their importance in the framework of official statistics planning. The recent Law n. 53 of 5 May 2022, which this year marked a key step in the implementation of Article 2 with the awarding of the tender for the "Survey for the Detection of Gender-Based Violence," confirms the obligation for entities "participating in the official statistical information included in the National Statistical Programme [...] to provide data and information for the surveys required by the National Statistical Programme and to collect, process, and disseminate data related to individuals, broken down by men and women" (Article 2, paragraph 4).

The same law also established that official statistical information must be produced in a way that ensures both the disaggregation of data by gender and the use of gender-sensitive indicators. In this context, the mandate, stated in Article 3 of the Law, to monitor and highlight "the actions undertaken by official statistics to implement Article 2", is important for the Institute. These actions are reported annually in the Report to Parliament on the activities of Istat and Sistan.

### 4.2 Context and data analysis

In the current context, it has become crucial to record gender participation in research projects funded with external resources. This concerns not only internal institutions like Istat, but it is also an explicit requirement of the European Commission. When a project funded by the European Union comes to an end, detailed data on gender participation is required.

The Horizon Europe programme is one of the most important funding initiatives for research and innovation in Europe. One of the key requirements for accessing funding from this programme is training, a matter that cuts across various sectors, including those managed by the Committee for the Guarantee of Equal Opportunities (CUG).

The CUG's role is to promote a culture of equal opportunities and monitor the proper implementation of regulations regarding equal treatment and organizational well-being. In this framework, information and training are essential tools to ensure that inclusion and respect policies are effectively implemented. In this regard, we want to mention the "Thursdays of CUG" series of seminars, also dedicated to members of the National Network. Since 2022 these seminars explore gender-sensitive issues, work-life balance measures, the fight against violence and harassment in the workplace, and gender-sensitive medicine<sup>34</sup>.

It is also essential to point out Istat's contribution to the identification and highlighting of differences between men and women, playing an active role in the delicate process of raising awareness and fostering a culture of gender equality through the production and dissemination of statistical data and indicators.

To this end, the role of official statistics is crucial, through the National Statistical Programme (Psn), which collects and describes all the statistical work of the National Statistical System (Sistan), including that under Istat's appointment.

Among those included in the 2023-2025 PSN regarding the 2023 implementation year, the "sex" variable was analysed. This variable must be considered as the most descriptive of the differences between men and women and therefore most capable of contributing to the development of analyses and reflections on the behaviour of men and women in different areas of economy and society. Among the statistical studies that record the "sex" variable, those that produce gender-sensitive indicators were also listed.

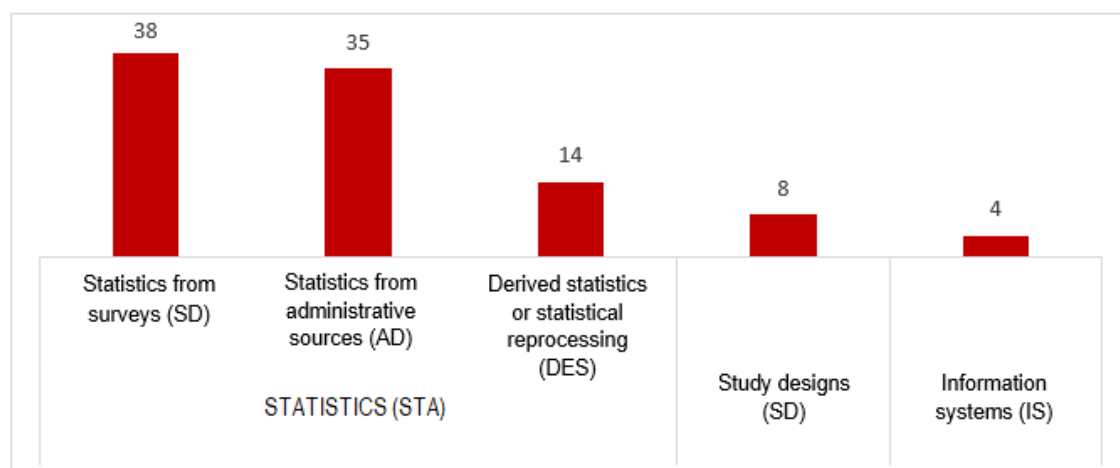
In the 2023 implementation year, Istat completed 302 statistical studies out of 325 planned, equal to approximately 39% of all Sistan implemented studies (766) and included in the PSN 2023-2025. Among the 302 studies, the "sex" variable is present in approximately one-third of the studies (33%), and of these, approximately half (49.5%) produced

<sup>34</sup> Available on the Intranet of the Institute.

gender-sensitive indicators.

Compared to the types into which the PSN classifies statistical work (see Figure 5.1), the "gender" variable is found more frequently in statistics, more precisely 38 activities in survey statistics (SDI) and 35 activities in statistics from administrative sources. The "gender" variable, however, is less present in derived statistics or re-elaborations (14 activities) and in the other types of statistical work: Project studies (8 activities) and Information systems (4 activities).

**FIGURE 5.1: STATISTICAL WORKS UNDER ISTAT'S RESPONSIBILITY IN WHICH THE VARIABLE GENDER BY TYPE OF WORK IS MEASURED**



Source: Istat, processed from Psn data 2023-2025

If the analysis of results is performed classifying them by sectors and Quality Circles, the highest concentration is found in Socio-demographic statistics (29 activities) and in Socio-economic statistics (16 activities).

Compared to the distribution by Quality Circles, considering that 12 Circles out of 16 have at least one job in which the "sex" variable is present, the highest frequency is found in "Population and family; living conditions and social participation" where 35 out of 39 activities considered a breakdown in men and women. A significant number of studies considering gender disaggregation are also present in the "Health, Healthcare, and Social Assistance" (16 out of 23 total activities) and "Justice and Security" (12 out of 16 total activities). The data distribution is significant: the data are not always disseminated with gender disaggregation. For example, in the "Population and Family; Living Conditions and Social Participation" area, only 30 out of 39 activities include the variable, and in the "Health, Healthcare, and Social Assistance" area, only 8 out of 16 activities discriminate between men and women.

Publication of data, dissemination of reports, e-books or other editorial products that analyse gender issues

Gender statistics adequately reflect the differences and inequalities in the situation of women and men in all areas of life (United Nations, 2006)<sup>1</sup>. While most of the statistics produced by Istat, especially in the social sphere, are disaggregated by gender, there are few thematic publications dedicated to gender issues.

The main publication that regularly analyses the various aspects of women's lives (in the family, at work, and in society), leveraging the extensive information available to Istat to study the world of women through comparative analyses with men and in the different realities of the country, is always [Come cambia la vita delle donne](#) (How Women's Lives Are Changing) (2004-2014)<sup>35</sup>. 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 sources that have allowed the analysis of further aspects such as absolute poverty, contraception, violence against women, gender stereotypes. It is essential to update the volume with data from recent years to safeguard the relevance and accuracy of the information contained therein.

More recently, in 2020, a remarkable digital work entitled [La vita delle donne e degli uomini in Europa: un ritratto statistico](#) (The Life of Women and Men in Europe: A Statistical Portrait) was published. The publication's primary objective is to compare the daily life experiences of both sexes, highlighting both common aspects and differences. Through a detailed analysis, we try to better understand the social and cultural dynamics that influence the lives of women and men in Europe. The publication was produced by Eurostat in collaboration with the National Statistical Institutes of the EU Member States, the United Kingdom, and the EFTA countries. It is an important contribution to the understanding of gender dynamics in European countries, and provides valuable data that can be used to promote gender equality and improve social policies.

Furthermore, the e-book [Planning a survey on gender-based violence](#), of the 18 of July 2024, presents a methodology and contents useful to design surveys on gender-based violence to answer the request for data promoted by the recent European Union Directive 2024/1385 on fighting violence against women and domestic violence, ranging from the

<sup>35</sup> Istat, *Come cambia la vita delle donne*, 2015 (<https://www.istat.it/it/files//2015/12/come-cambia-la-vita-delle-donne.pdf>).



construction of the questionnaire and the definition of indicators, to the methodology and the points of particular attention to be paid when carrying out the survey.

Among the publications, another e-book is also worth mentioning: [Indagine sulle discriminazioni. Dalla rilevazione 2011 alla sperimentazione 2022](#) (Survey on Discrimination. From the 2011 Survey to the 2022 Experimentation, 11 of April 2024), which describes the experiences during the pilot survey on discrimination, carried out between the end of 2022 and the beginning of 2023, aimed at identifying the best possible methodological, organizational, and technical approaches for the extensive survey scheduled for the first half of 2025.

On 8 March 2024, the note on [Donne imprenditrici](#) (Women Entrepreneurs - reference period: 2021) was also released, outlining the profiles of entrepreneurs through a gender-sensitive approach, based on an analysis of key socio-demographic and business characteristics. The topic was also addressed during a conference last November. [L'imprenditoria in cifre: le prospettive su genere e competitività](#) (Entrepreneurship in Figures: Perspectives on Gender and Competitiveness), which discussed the use of official statistics in the economic sphere and gender perspectives in the business world.

Finally, among other news items published on the institutional website, we would like to remind the [Audizione alla commissione parlamentare d'inchiesta sul femminicidio, nonché su ogni forma di violenza di genere](#) (Hearing before the Parliamentary Commission of inquiry into femicide and all forms of gender-based violence), held on 24 January 2024 and, at the end of 2023, the news of the signing of the [Memorandum di intesa tra Istat e Rai per promuovere lo spazio e il ruolo delle donne nel dibattito pubblico](#) (Memorandum of Understanding between Istat and RAI to promote the space and role of women in public debate) during a ceremony attended by the President of Istat and the President of RAI. The European gender equality campaign "No Women No Panel" – No more conventions, conferences, and debates without women – was launched in Italy by RAI on 18 January 2022, to promote the space and role of women in public debate and ensure an enhanced participation of women in public communication. In the following a statement from President Chelli is reported: *"Committing all institutions to recognize and pursue full gender equality, especially in public communication, is an essential duty. As official statistics demonstrate, the goal of true equality in all social, working, and scientific contexts has not yet been achieved. Therefore, this initiative is welcome, aiming to enhance women's skills, experience, and talents for a more complete implementation of the principles of equal democracy and pluralism, ensuring adequate representation of women in conventions, institutional events, and every opportunity for collective debate and discussion"*. Istat has also always been committed to providing information on the phenomenon of violence against women. Since 2017, a dedicated section on its website, [La violenza sulle donne](#) (Violence against Women), has been available. This section was developed 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. This integrated information framework on violence against women in Italy aims to provide a comprehensive overview of the phenomenon by integrating 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). The section also makes available 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. This initiative represents a significant step in the fight against gender-based violence, offering crucial resources to raise awareness and inform the public and professionals involved. The availability of integrated data and detailed analyses helps to better understand the extent and characteristics of the phenomenon, enabling the development of more effective strategies to fight it. Among the latest releases published in this area of the website in 2024 are data on [Centri antiviolenza e le donne che hanno avviato il percorso di uscita dalla violenza \(Anno 2023\)](#), [Le vittime di omicidio \(Anno 2023\)](#), [Le molestie: vittime e contesto \(Anno 2022-2023\)](#), (Anti-violence Centres and women who have started the process of exiting from violence - Year 2023; Homicide Victims - Year 2023; Harassment: victims and context - Year 2022-2023), regular updates on calls to the public utility number 1522, data on reports to the Police and Homicides (source: Ministry of the Interior), and releases on the March 8 International Day for the Elimination of Violence against Women. In 2024, the information system was enriched with the section [Stereotipi e uso dei social](#), which explores the cultural models that influence people's opinions regarding violence against women and, in particular, those related to gender roles and specific stereotypes regarding family relationships.

The importance of gender issues in Istat's production is also shown by three specific initiatives dedicated to the topic: Development and valorisation of gender statistics; Preparation and development of databases for the research network, well-being, sustainability, the PNRR, and gender balance; Equality and sustainability. Gender balance and environmental balance.

It is also important the work on these issues carried out by Istat within the International *Task Forces* for the production of guidelines to improve the comparability of gender statistics in different aspects of official statistics.

In this area Istat coordinates the group on *Gender in Business/Trade statistics* within the *Advisory Group on gender mainstreaming of the Statistics Division* of the United Nations, which led to the production of guidelines in a statistical domain in which the gender perspective is still negligible. Among the initiatives, Istat's participation in the *6th meeting of the UN Committee of Experts on Business and Trade Statistics* (18–21 September 2023, Merida, Mexico) with the paper *"Integration of Gender in Business and trade statistics"* (P. Cella, M. C. Romano, S. Menghinello) and in the *17th Meeting Inter-Agency and Expert Group on Gender Statistics* (IAEG-GS, 28 August 2023, Johannesburg) with the paper *"Mainstreaming gender perspective into business and trade statistics"* (M.C. Romano).

### 4.3 Objectives and actions

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

In 2024, the Institute's thematic research consists of 33 projects, developed in thematic workshops that will conclude the second call at the end of March 2025.

A first step in analysing the diffusion of gender issues in the Institute's thematic research agenda involves identifying projects that focus on topics that need to be addressed specifically by gender. In particular, 16 projects will have distinctions and classifications developed by gender in their results. Among these, 8 projects focus on specific topics such as fertility, gender inequalities from a territorial perspective, and mortality.<sup>36</sup>

Another interesting aspect concerns the gender composition of those involved in thematic research projects, which shows a greater female participation, accounting for 66% of the total. Considering their role, a first indication can be obtained from the percentage of women project managers, broken down into the two areas of economic-environmental and demographic-social research. Overall, women in charge of thematic workshops account for 69.4% of the project participants, a percentage in line with the overall participation rate. However, if the two areas are analysed separately, significant differences emerge: for the demo-social laboratories 91.7% of the total directors are women, while only 48% are women for the economic-environmental ones. If we narrow the focus to the eight thematic projects specifically addressing gender issues, the share of female directors is 70%.

Developing IT tools to identify thematic projects on gender is essential to obtain a comprehensive and detailed overview of how gender is addressed in the different research areas. These tools may include specific *keywords* or *tags* and the implementation of search engines within *data warehouses*.

Implementing these tools allows the extraction of useful indicators that address gender issues. These indicators may include:

Percentage of thematic research projects: this measures how many projects are actively exploring gender issues;

Percentage of staff participation disaggregated by gender and role: this helps to understand the gender distribution within research teams, providing an overview of gender representation and equality across project roles;

Percentage of staff participation disaggregated by gender, role, and thematic area (economic-environmental and demographic-social area): this helps to understand whether there is a thematic specificity in research coordinated by women.

One proposal concerns the possibility of extending the analysis of the presence of the gender variable to all statistical works present 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.

The integration of these tools and the expansion of the analysis may help to promote greater awareness and consideration of gender issues in research projects and statistical projects.

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

For all surveys that include the gender variable (e.g. demographic, social, economic and business surveys), data is 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. To implement this objective, the following actions are suggested.

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

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

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<sup>36</sup> The thematic projects identified are:

- Impact of the pandemic on life paths and intergenerational relationships;
- Impact of excess mortality during the COVID-19 era on the semi-supercentenarian population (105+ years);
- The impact of the COVID-19 pandemic on inequalities in mortality by cause;
- Social inequalities in mortality;
- The impact of the COVID-19 pandemic on youth mortality in Italy: transformation of causes of death and analysis of social and health inequalities;
- Young people and paths to independence from their families of origin;
- The pandemic has further weakened fertility in Italy. A mapping of the economic and social determinants of this demographic crisis, through an integrated analysis of the data;
- Evolution of regional gender inequalities during the COVID-19 pandemic.

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

Istat monitors institutional participation in externally funded research projects using different information systems (Archiflow, TimeSheet, SAP). The development of the TimeSheet information system, in particular, allows for an analysis of the personnel involved in these initiatives by gender and professional level.

In 2024, there were 46 externally funded projects, and an analysis of the coordination structure of these initiatives reveals significant gender disparities (37 projects have a female project leader).

Consistent with the Institute's gender asymmetry, participation in externally funded research projects sees a predominance by women, both among staff in the first three professional levels (69% of the total) and among those in levels IV to VII (62% of the total).

Furthermore, available data show greater involvement among staff in the first three professional levels: 67% of female staff and 60% of male staff belong to this first *cluster*. Among the Service Directors, on the other hand, men are more prevalent: 7 out of 10 Service Directors involved in these initiatives are men.

The goal is to implement improvements over the three-year period to the TimeSheet management system used at the Institute to manage externally funded research projects; through this tool, a report could be produced by gender and role. In this way, data related to female participation would be obtained that separate female researchers and technologists (who carry out research activities) from women belonging to the administrative staff (who carry out management activities).

To carry out this activity, the following actions are proposed:

### Action 2.1 Implement an IT tool

**Action 2.2 Prepare a report with disaggregated data on gender participation in externally funded research projects.** It would also be very useful to include a descriptive *abstract* of the project, as this would allow for a direct analysis of the content of the initiatives and, for example, an evaluation of the content of externally funded projects on gender issues.

## 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 the blended method is particularly important. This could be completed by 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. The actions planned for this purpose are as follows.

### Action 3.1 Identification of Critical Issues in the Participation in Training Activities

### Action 3.2 Support of Training Activities ("Blended" Formula)

## OBJECTIVE 4: DISSEMINATE GREATER AWARENESS ON GENDER ISSUES

Training plays a crucial role in raising awareness on gender issues, and it is essential to assess the data we have available regarding participation and the specific issues addressed in the Institute's training initiatives. This allows us to better understand the impact of initiatives held in the past and determine whether previously established objectives are still relevant or require updating.

These are the courses offered last year, along with employee participation figures by gender

### COURSES ON GENDER TOPICS ACTIVATED IN 2024

AT ISTAT	N. OF WOMEN	N. OF MEN	TOTAL
Webinar - Istat's First Gender Report	62	7	69
Gender Equality and Prevention of Discrimination (Federica wl)	449	172	621
Gender-Based Violence (Syllabus)	4	2	6
Minimization of Violence and Harassment (INAIL)	90	37	127
The Culture of Respect (Syllabus - available only from November 25)	1	0	1

Source: Istat

Furthermore, in 2024 a *task force* was established within the Institute which is still operational, with a *gamification* and training project on gender stereotypes. A first training session on "The first gender balance at Istat" took place on 29 October 2024, during which the speakers put the gender balance within the broader framework of tools designed to promote gender equality at Istat. (Video: <https://youtu.be/rVq6eDB4mhM?si=Ej8pA-BBrGa2BDsY> )

**Action 4.1** An analysis of participation, in terms of number, gender, age and professional profile, can be useful in this regard, and also assessing the level of active participation, for example through surveys or feedback, to measure its effectiveness in terms of actual changes or perceptions of the participants.

It may also be helpful to gather feedback on the debated topics and any topic that could be explored in future editions. Possible implementation activities:

Workshops and seminars: organize educational sessions to provide up-to-date information and stimulate discussion among participants;

Educational materials: provide resources such as brochures, videos, or articles to deepen understanding of the addressed topics;

Awareness-raising campaigns: implement campaigns that emphasize the importance of gender equality and promote active community involvement.

To pursue the goal of integrating a gender perspective into the production of statistics, it is essential to implement a series of targeted actions. The process of "*mainstreaming* the gender perspective" requires an agreed commitment and the development of specific training programmes.

The main action is the implementation of training programmes dedicated to the staff operating in production services and data collection. These programmes will provide them with the skills and tools to incorporate a gender perspective into their current work and throughout all phases of the statistical process, from the preparation of survey instruments to data analysis and presentation.

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

To achieve this objective, the following action is proposed.

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

## 5. MEASURES AGAINST GENDER VIOLENCE IN THE WORKPLACE

Gender-based violence is a pervasive, widespread in all social classes, and very serious phenomenon that has significant repercussions on people's well-being and lives.

The *Convention on the Elimination of All Forms of Discrimination Against Women* (CEDAW) began addressing discrimination against women in different areas in 1979, but *General Recommendation N.19* of 1992 explicitly states that violence against women constitutes a form of discrimination that violates women's fundamental human rights. The aforementioned Recommendation emphasizes that violence, in any form (domestic, sexual, psychological, physical, etc.), prevents women from enjoying their fundamental rights, such as security, freedom, and equality.

At the European level, the Convention on preventing and fighting violence against women and domestic violence, the so-called "Istanbul Convention", adopted by the Council of Europe on 11 May 2011, and ratified in Italy in 2013, marks a new path in preventing and fighting violence against women, placing particular emphasis on gender-based violence. In Article 3 of the Convention, the definitions help in outlining the cultural framework of gender-based violence:

- a. *"Violence against women" means a violation of human rights and a form of discrimination against women, including all acts of gender-based violence that result in, or are likely to result in, physical, sexual, psychological, or economic harm or suffering to women, including threats of such acts, coercion, or arbitrary deprivation of freedom, whether occurring in public or private life;*
- b. *"Domestic violence" means all acts of physical, sexual, psychological, or economic violence that occur within the family or domestic unit or between current or former spouses or partners, regardless of whether the perpetrator shares or has shared the same residence with the victim;*
- c. *"Gender" refers to the socially constructed roles, behaviours, activities, and attributes that a given society considers appropriate for women and men;*
- d. *"Gender-based violence against women" means any violence directed against a woman because she is a woman, or that affects women disproportionately [...]"*.

The cultural aspect of violence is inherent in the very definition of gender, as underscored by the importance the Convention assigns to stereotypes about gender roles. Article 12, paragraph 1, states, *"Parties shall take the necessary measures to promote changes in the sociocultural behaviours of women and men, with the objective to eliminate prejudices, habits, traditions and any other practice based on the idea of the inferiority of women or on stereotyped roles for women and men."* Furthermore, in the following paragraph 4, *"Parties shall take the necessary measures to encourage all members of society, particularly men and boys, to contribute actively to the prevention of all forms of violence included in the scope of this Convention."*

Gender-based violence occurs also in the workplace, which is part of everyday life for many women.

Hence, training programmes to eliminate stereotypes, raise awareness of the seriousness of situations of violence, and address the importance of language and interpersonal skills both inside and outside the workplace are necessary, primarily aimed at preventing the phenomenon. At the same time, tools that can fight violence and harassment in the workplace are also essential.

Obviously, in order to carefully monitor the phenomenon, assessing the impact of countermeasures and prevention policies remains important.

The focus on women, however, does not mean ignoring the dynamics of violence that can also affect men.

The interventions proposed in this Plan aim to reduce gender asymmetries and potential critical situations related to gender differences, also taking into account their interplay with other potential sources of discrimination, such as age, cultural background, political beliefs, sexual orientation, physical ability, and others.

These are the key points of the design of the actions in the Institute:

1. Preventing gender-based violence in the workplace. Properly understanding the Institute's current situation regarding violence against both women and men, as well as against groups identified as vulnerable and/or with diversity that may be subject to discrimination (e.g., disabilities).
2. Promoting awareness-raising initiatives on the topic. Providing training and interventions aimed at understanding what stereotypes exist and how to eradicate them. Giving continuity and coherence to policies already undertaken to achieve objectives and actions capable of breaking down the obstacles that still prevent the achievement of gender equality. Integrating and aligning activities with the European Union guidelines.
3. Countering emerging situations of gender-based violence in the workplace. Guaranteeing help and support to victims of violence, through fine-tuned support measures. Providing proper standards to the care of victims across the Institute's different departments.

The proposed actions must be the result of joint collaboration between the different entities responsible for prevention and protection, such as the Single Committee for Equal Opportunities, the Institute's Confidential Counsellor, the General Management, with particular reference to the Human Resources Department, and the thematic departments involved each time.

## 5.1 International and national legislation

In addition to the aforementioned United Nations Convention on the Elimination of All Forms of Discrimination against Women<sup>37</sup>, ratified in Italy on 10 June 1985 (Law N. 132/85), since the late 1980s there has been an ever-increasing definition of the actions to be taken by employers to fight discrimination. The European Framework Directive n. 89/391/EEC of 12 June 1989, provides for minimum mandatory measures to be adopted in the field of health and safety. Furthermore, it also requires Member States to adopt a series of preventive measures with respect to phenomena of violence and harassment, including those related to psychosocial risks. A few years later, on 20 December 1993, the UN General Assembly adopted, with Resolution no. 48/104, the Declaration on the Elimination of Violence against Women<sup>38</sup>.

Furthermore, the European Framework Agreement on Harassment at Work signed by the European partners in 2007, was then complemented by the Multisectoral Guidelines on tackling third-party violence and harassment at work, approved on 16 July 2010. The following year, on 7 April 2011, the Council of Europe adopted the Convention on preventing and fighting violence against women and domestic violence ( Istanbul Convention), which, as mentioned, aims to create a comprehensive legislative framework to protect women against all forms of violence, and, in particular, is involved in the domestic sphere. The Convention structure is based on 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>39</sup>: on equality between women and men in the European Union.

This Resolution was followed by:

- [Directive 2011/99/EU of the European Parliament and of the Council of 13 December 2011](#) on the European Protection Order: support to victims of crime in the European Union;
- [Directive 2012/29/EU of the European Parliament and of the Council of 25 October 2012](#) establishing minimum standards on the rights, support and protection of victims of crime;
- [European Parliament resolution on the 57th session of the United Nation Commission on the Status of Women \(CSW\): preventing and eliminating all forms of violence against women and girls](#) (2012/2922(RSP));
- [Summary](#) of [Regulation 2013/606/EU of the European Parliament and of the Council of 12 June 2013](#) on mutual recognition of protection measures in civil matters;
- [European Parliament resolution of 25 February 2014](#) with recommendations to the Commission on combating violence against women (2013/2004(INL));
- [European Parliament resolution of 14 December 2021](#) with recommendations to the Commission on combating gender-based violence: online violence (2020/2035(INL));
- [European Parliament resolution of 6 October 2021](#) on the impact of intimate partner violence and custody rights on women and children (2019/2166(INI));
- [European Parliament resolution of 28 November 2019](#) on the EU's accession to the Istanbul Convention and other measures to combat gender-based violence (2019/2855(RSP));
- [International Labour Organization \(ILO\) Convention N. 190 and Recommendation N. 206 on the elimination of violence and harassment in the world of work](#), 2019;
- [Directive \(EU\) 2024/1385 of the European Parliament and of the Council of 14 May 2024](#) on combating violence against women and domestic violence.

At the national level, the evolution of Italian legislation on violence against women began with the ratification of the Istanbul Convention on preventing and combating violence against women and domestic violence (Law n. 77 of 27 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 the Legislative Decree

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<sup>37</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>38</sup> It is important to mention also the World Health Assembly Resolution "Prevention of Violence: A Public Health Priority." 1996 World Health Organization (WHO) and the General Assembly Resolution "Crime Prevention and Criminal Justice Measures to Eliminate Violence against Women" and "Model Strategies and Practical Measures on the Elimination of Violence against Women," annexed to the Resolution. 1998 UN.

<sup>39</sup> The Resolution was adopted on 30 November 2011.

n. 93 of 14 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<sup>40</sup>. Legislative Decree n. 93/13 called "Urgent provisions on security and to combat gender violence", then converted (with amendments) by Law n. 119 of 15 October 2013. The legislative text attempts for the first time to address as a whole the problem of femicide and violence against women in Italy.

This law was followed by:

- Law n. 69 of 19 July 2019 (so-called Red Code) which has had the greatest impact in fighting against gender-based violence and which has strengthened the procedural protections for victims of violent crimes, with particular reference to crimes of sexual and domestic violence, introducing some new crimes into the criminal code (including the crime of deformation of a person's appearance through permanent facial injuries, the crime of illicit dissemination of sexually explicit images or videos and the crime of coercion or induction into marriage) and increasing the penalties provided for the crimes most frequently committed against female victims (abuse, stalking, sexual violence);
- Ministerial Decree of 17 December 2020 "Freedom Income for Women Victims of Violence";
- Law n. 134 of 27 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 (so-called Cartabia Reform);
- Law n. 4 of 15 January 2021, with which Italy ratifies Convention C190 of the *International Labour Organisation* (ILO) of 29 June 1919 on the elimination of violence and harassment in the workplace; Convention is the first international instrument that provides standards aimed at fighting against violence and harassment in the workplace;
- Law n. 53 of 5 May 2022, "Provisions regarding statistics on gender-based violence," which strengthened the collection of statistical data on gender-based violence through greater coordination of all stakeholders. This activity is among the tasks assigned to Istat and Sistan. In particular, Section IV of the Report to Parliament (Article 24 of Legislative Decree 322/89) is dedicated to describe the activities of Istat and Sistan entities related to the implementation of Law n. 53/2022;
- Law n. 12 of 9 February 2023, which provides for the establishment of a bicameral Commission of Inquiry into femicide, as well as all forms of gender-based violence. The Commission's tasks, among others, include investigating the true extent and causes of femicide, monitoring the implementation of the Istanbul Convention, identifying shortcomings and inconsistencies in current legislation, proposing other legislative solutions to prevent and combat the phenomenon, and assessing the need for a single text that organizes the sources that have emerged in recent years;
- Law n. 122 of 8 September 2023, which provides for amendments to Legislative Decree n. 106 of 20 February 2006, regarding one of the aspects characterizing the procedure to be followed in proceedings for domestic and gender-based violence crimes, namely the obligation for the public prosecutor to obtain information from the injured party or from the person who reported the crime within three days of the registration of the crime report;
- Law n. 168 of 24 November 2023, "Provisions to combat violence against women and domestic violence";
- Introduction of the crime of femicide: in March 2025, the Council of Ministers approved the draft bill introducing the definition of "femicide" into the Italian Penal Code, classifying it as an autonomous crime punishable by life imprisonment. This measure aims to strengthen measures against gender-based crimes, including *stalking* and the unlawful dissemination of sexually explicit images.

## 5.2 Knowledge of gender based violence through data

### 5.2.1 Toward a culture of statistical data

Statistical data are essential for understanding the phenomenon and for designing policies that are compatible with reality. Data are also essential for the evaluation of those policies.

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<sup>40</sup> Before the Istanbul Convention, the Security Decree of 23 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", had introduced the crime of "stalking".



Awareness on statistical culture has grown over the years, from the first CEDAW recommendations in the 1990s on the importance of data collection, to the much more complex 2017 directive on the regularity and complexity that statistical data must possess to be truly useful<sup>41</sup>.

At the European level, Article 11 of the Istanbul Convention is the guiding principle of statistical knowledge, and was followed by the establishment by the Council of Europe of the independent group, GREVIO (*Group of Experts on Action against Violence against Women and Domestic Violence*)<sup>42</sup>, aimed at monitoring the implementation of the Convention in Member States, also through statistical data.

To be truly useful, data must be collected on a regular basis, according to high quality standards, and must use common reference categories, methodologically grounded to adequately capture the phenomenon of violence against women in its different dimensions, including the social and cultural nature of violence itself.

Requests to produce statistical data on gender-based violence also comes from other international advocacy institutes, such as EIGE (European Institute for Gender Equality), which supports European states by providing guidance and support on how to measure violence against women. This helps to obtain comparable data across Member States to be fed into EIGE's database on gender statistics, of which violence is one of the dimensions. The focus is on terminology, vocabulary, indicators, and the quality of measurement, especially in administrative statistics for the police and the judicial sector.

Another experience of fundamental importance is represented by the United Nations Sustainable Development Goals (SDGs)<sup>43</sup> which focus their study of gender-based violence in Goal 5 "Achieve gender equality" (although some indicators are part of Goal 16, on the promotion of peaceful and inclusive societies for sustainable development, access to justice for all and the creation of effective, accountable and inclusive institutions at all levels), and Goal 11 on the sustainability of cities and communities.

### 5.2.2. Gender-based violence through data: the national and international framework

Gender-based violence, as previously mentioned, is any type of violence based on a person's gender, ranging from physical to emotional, financial, and reproductive violence. It is defined as violence directed against a person precisely because of their gender.

The victims of this type of violence are mostly women. According to the *Gender Equality Index*<sup>44</sup> Report, violence against women is one of the six domains of the Gender Equality Index that measures and analyses women's experiences of violence. The higher the score, the more serious the phenomenon of violence against women in the country. Of particular relevance in this regard is the relationship between the prevalence of violence against women in different countries and their ability to "recognize" it (*disclosure*).

Eurostat 2024 statistics<sup>45</sup> on gender-based violence, broken down by type of violence, type of perpetrator, and age group of person involved, show that 31% of women aged 18 to 74 in the EU have experienced physical (including threats) or sexual violence (data collected in 2021). This trend is very similar to that in Italy.

Comparing the prevalence of gender-based violence by age group, 35% of younger women (18-29) have experienced gender-based violence, compared to 24% in the older age group (65-74).

More in detail, 18% of women have experienced physical or sexual violence from their partner, while 20% of women have experienced violence from other men.

The percentage of women who reported experiences of violence by other men is highest in Finland, Sweden, Denmark, the Netherlands and Luxembourg (between 46% and 34%). The percentage of male perpetrators was over 78% in all EU countries. An interesting point of view is available in the National Strategy for Gender Equality<sup>46</sup>, which provides a clear perspective on gender equality and equal opportunities. The phenomenon of gender-based violence is closely linked to the persistence of strong inequalities and gender stereotypes: while violence is intolerable for over 90% of the population, in some Italian regions up to 50% of men consider acceptable violence to the intimate partner at least in some circumstances, and 30% of those under 30 consider it acceptable to routinely monitor their partner's cell phone and social media activity.

Violence against women is a phenomenon that is difficult to measure, not only because quantification is affected by the limits imposed by personal evaluations, but also and above all because of the complexity of the emotional and

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<sup>41</sup> Since 1989, CEDAW has required Member States to report statistical data on the incidence of all types of violence against women (VAW) (General Recommendation - GR 12). Recommendation 19 of 1992 stated, "[...] encourage the compilation of statistics and research on the extent, causes and effects of violence, and on the effectiveness of measures to prevent and deal with violence" ([https://tbinternet.ohchr.org/\\_layouts/15/treatybodyexternal/Download.aspx?symbolno=INT/CEDAW/GEC/3731&Lang=en](https://tbinternet.ohchr.org/_layouts/15/treatybodyexternal/Download.aspx?symbolno=INT/CEDAW/GEC/3731&Lang=en)).

<sup>42</sup> GREVIO, through periodic visits to Member States, prepares and publishes reports evaluating the legislative measures adopted and other actions taken by States to implement the Convention's recommendations. In the cases where measures to prevent gender-based violence have not been taken and serious situations of violence against women persist, GREVIO may initiate special inquiry procedures against the States. Furthermore, GREVIO may also issue ad hoc recommendations on specific issues.

<sup>43</sup> The SDGs cover 17 areas of social, economic, and environmental development and must be considered in an integrated manner. Each goal has one or more "custodians" within the United Nations. The SDGs definition process was completed in 2015, the year in which Member States began measuring indicators to monitor the objectives of the 2030 Agenda for Sustainable Development, adopted on 25 September 2015.

<sup>44</sup> [https://eige.europa.eu/publications-resources/publications/gender-equality-index-2024-sustaining-momentum-fragile-path?language\\_content\\_entity=en](https://eige.europa.eu/publications-resources/publications/gender-equality-index-2024-sustaining-momentum-fragile-path?language_content_entity=en)

<sup>45</sup> [https://ec.europa.eu/eurostat/statistics-explained/index.php?title=Gender-based\\_violence\\_statistics&action=statexp-seat&lang=it](https://ec.europa.eu/eurostat/statistics-explained/index.php?title=Gender-based_violence_statistics&action=statexp-seat&lang=it)

<sup>46</sup> <https://www.pariopportunita.gov.it/media/2024/strategia-nazionale-per-la-parita-di-genere-2021-2026.pdf>



psychological reactions that generally develop in its wake<sup>47</sup>.

With particular reference to women victims of sexual harassment at work, the Istat survey on citizen safety, carried out in 2022-2023, found<sup>48</sup> that 13.5% of working women aged 15-70 have experienced sexual harassment at work over their lifetime (especially younger women aged 15-24, 21.2%) compared to 2.4% of men aged 15-70. In particular, this includes offensive stares, insults, indecent proposals, and even more serious acts such as physical harassment.

At the European level, the situation varies greatly: from the highest rates, with over 50% of women experiencing workplace harassment in their lifetime in Finland and Slovakia, to the lowest rates in Latvia (11.1%), Bulgaria, Portugal (both 12%), and Poland (13%), followed by Italy<sup>49</sup>.

In Italy, over the course of their lifetime, 12.1% of women and 1.8% of men experience harassment (through inappropriate stares, images, or photos with explicit sexual content that offend and humiliate them) or sexual *advances* on social media. A further 2.6% of women and 0.2% of men are victims of physical harassment.

Finally, the data shows that, over the course of their lives, women have been victims of harassment 4.5 times more often than men.

Over 81% of women experience harassment at work from men and 6.2% from women, while for men, this gap is less pronounced: 42.5% of them are victims of other men and 39.3% of them are victims of women. However, 14% of women and 25.9% of men did not answer the question about the perpetrator's identity. The perpetrator of harassment on women is most often a male colleague (37.3%) or someone they interact with in the course of their work, such as a customer, patient, or student (26.2%). Female colleagues are identified as perpetrators in harassments experienced by men in 26.4% of cases, while male colleagues are identified as perpetrators in 20.6%. Bosses and supervisors account for approximately 10% of female perpetrators and 4.2% of male perpetrators. However, while females are almost entirely victimized by male bosses, males are equally victimized by both men and women. In approximately one-fifth of the cases, both male and female victims state that they have experienced multiple instances of harassment from the same person. The incidents of harassment are not isolated cases, but repetitiveness is more common among women than among men. The survey measures this dimension through a question regarding incidents that occurred in the 12 months preceding the interview.

80% of women experienced harassment multiple times during this period, compared to 60% of men. Both men and women rarely report the incident: among women, only 2.3% contacted law enforcement and 2.1% other official institutions. In the workplace, female victims turned to counsellors in 8% of the cases, directly to their employer or supervisor (14.9%), or to co-workers (16.3%).

Men tend to rate the severity of the incidents they experience as less serious than women. Women rated the incidents as highly serious (very or fairly serious) in 56.4% of cases, compared to 45.5% of men. When considering incidents of harassment experienced in the three years preceding the interview, 68.3% of women perceived the event as very or fairly serious, compared to 40.6% of men. In the case of very and/or fairly serious incidents, both women and men resort to the appropriate institutions and law enforcement agencies more frequently, but mostly men do so (26.7% of men and 6.3% of women).

A particularly significant aspect emerging from the survey is the near-absence of training in the workplace on these relevant aspects.

Workers reported a lack of support if they experienced sexual harassment at work: 86.4% said they had no one to turn to for reporting or support if they experienced harassment. In fact, 69.7% said they wouldn't know what to do. The response was overwhelmingly negative, both for women (64.8% of whom responded negatively) and men (73.6% of whom responded negatively).

Furthermore, 93.6% of workers reported a lack of training courses addressing the problem of harassment and initiatives that victims can follow to recognize and fight the phenomenon.

Workers in the Northwest, especially women (7.3%), reported being more aware of training opportunities. This is less common in the Islands, where the rate is much lower (3.6% of women and 3.3% of men), followed by the South (5.3% of women and 4.8% of men). For men, the highest percentage is in the Northeast (6.9%). For women, the highest peaks are in Emilia-Romagna (11.8%), Umbria (10%), and Tuscany (9.8%). Living in towns with a population between 2,000 and 10,000 inhabitants allows greater training opportunities for women (8.6%).

### 5.2.3. Gender-based violence at Istat: some data from the employee well-being survey

As part of its functions, Istat's CUG regularly carries out surveys on employee well-being. These surveys are particularly suitable tools to prevent and/or remove situations of discrimination or sexual, moral or psychological

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<sup>47</sup> As part of the information framework on violence against women, ISTAT releases data, according to a multi-source approach, in line with the Istanbul Convention (launched in 2011 and ratified in Italy in 2013) on the prevention of violence against women, the protection of victims and the prosecution of perpetrators of violence (<https://www.istat.it/statistiche-per-temi/focus/violenza-sulle-donne/>).

<sup>48</sup> The module on workplace harassment is identical to the one used by Eurostat in its surveys on violence against women. For further information on the survey results, please see the report at <https://www.istat.it/wp-content/uploads/2024/07/REPORT-Molestie.pdf>.

<sup>49</sup> It must be noted that data are not fully comparable, as the surveys vary in sample size, survey technique, and type of survey in which the form is included. Furthermore, each country varies in the level of awareness that allows certain acts to be classified as harassment. For more information, please refer to the publication <https://ec.europa.eu/eurostat/web/products-statistical-reports/w/ks-ft-22-005>.

violence or mobbing situations in the workplace<sup>50</sup>.

The design of the survey, carried out in early 2021<sup>51</sup> during the COVID-19 pandemic, was based on the experience gained in previous editions.

In particular, some questions explored experiences of harassment and violence occurred during the period prior to the questionnaire (2018-2021). Data<sup>52</sup> published in January 2022 shows that 45.9% of respondents (49.2% of women and 40.1% of men) reported having experienced difficult situations, discrimination, harassment, or violence at least once in the workplace. 35.7% of respondents reported that these situations were still ongoing at the time of the interview (in 2021). More specifically, harassment by telephone, email, or the sending of unwanted material affected 1.6% of male and female workers, threats and intimidating or demeaning behaviour took place in 2.3%, and physical assault in 1.1% of the cases. Unfortunately, the variable "gender" of the victim is not included in the released data. For approximately half of the victims, these situations occurred multiple times. The perpetrators were more frequently colleagues with a higher hierarchical level, reflecting the power disparity that makes the behaviour even more serious.

Following threats and violence, victims primarily turned to colleagues (54.9%), friends and family (32.0%), and managers (25.0%), particularly women (27.5%). Only 4.2% of victims spoke to their trusted Advisor. Men spoke less with others than women (22.9% versus 17.8%).

Respondents were asked what factors influenced the violence/threat they experienced. The only response specifically related to gender ("Being a woman/man") was identified by 11.2% of women, compared to 1% of men. This piece of information, however, was cited less frequently, considering that the most frequently cited reason was "high competitiveness among colleagues" (27.2%), more frequently cited among women (29.9%), and the inability of managers to handle work group relations (23.5%).

## 5.3 Objectives and actions

### OBJECTIVE 1: PREVENTING GENDER-BASED VIOLENCE IN THE WORKPLACE

In Istat, prevention of gender-based violence in the workplace relies on the cross-functional involvement of many departments within the Institute, both in the administrative and in the production areas.

The actions proposed for the three-year period 2025-2027 include qualitative indicators to verify the production of documents, surveys, statistical reports, and annual data analysis.

The actions are described in detail below:

**Action 1.1.** Definition of the concept of gender-based violence in the workplace from various perspectives, in order to better define the scope of the activity to be carried out.

The lack of a universal definition of gender-based violence in the workplace, encompassing its various aspects and typologies, has led to an increase in the number of versions regarding the absolute concept of gender-based violence. It has also led to a lack of clarity in regulations on the phenomenon's many typologies and a delay in the development of adequate prevention and countermeasures. Even in Italy, legislation on the subject, although extensive, was lacking a unifying vision.

However, International Labour Organization (ILO) Convention No. 190, adopted in 2019 and ratified by Italy in 2021, provides a broad and internationally agreed-upon definition. The Convention defines "violence and harassment" in the workplace as a set of unacceptable behaviours, practices, or threats that are intended to or are likely to cause physical, psychological, sexual, or economic harm. This definition includes both physical and verbal acts, as well as non-verbal behaviours, such as gestures or attitudes, that create an intimidating, hostile, degrading, humiliating, or offensive work environment.

Starting from this statement and keeping in mind the institutional context, the aim is to design, develop, and disseminate internally a document on the definition of gender-based violence in the workplace.

**Action 1.2.** Monitor awareness of gender stereotypes and workplace violence through the inclusion of dedicated questions or a specific module in the Istat staff well-being survey. Since 1997, Istat introduced a module on sexual violence in its surveys on citizen safety; it subsequently added a more specific module on sexual harassment and sexual blackmail at work.

Subsequently, since 2021, the Guarantee Committee for equal opportunities for the improvement of the well-being of workers and against discrimination (CUG), started carrying out a survey on workplace well-being among the Institute's employees, addressing different aspects in each survey (perception of the work environment, flexible working, commuting, work-life balance, the Institute's organization and labour organization).

In light of the aforementioned past experiences, it is proposed from 2026 to include in the well-being survey a number of specific questions or a specific module on gender-based violence at work, in order to analyse the data and produce a statistical report.

Gender role stereotypes may also be surveyed.

<sup>50</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".

<sup>51</sup> The survey started on 8 February and ended on 31 March 2021.

<sup>52</sup> <https://intranet.istat.it/Organismi/Documents/Documenti%20Comitato%20Unico%20di%20Garanzia/analisi%20questionario%20sezioni%20G%20e%20H.pdf>.

**Action 1.3.** Analysis of data from previous well-being surveys, from a gender perspective, and reports of gender-based violence in the workplace.

In order to fully achieve Objective 1, it is essential to have access on an annual basis to data on the phenomenon. In particular, it is necessary to know the results already obtained from the workplace well-being surveys carried out at the Institute and any reports on the topic received from the CUG and the Human Resources Department.

More specifically, it would be crucial to perform a historical analysis of the collected data, also to provide an annual statistical analysis report on the data collected and derived from:

- the CUG Annual Report (analysis of data on under way proceedings for harassment or gender-based violence or violence against women);
- the Confidential Counsellor's Annual Report (analysis on the support for situations related to harassment or gender-based violence or violence against women);
- disciplinary sanctions (sanctions for unlawful behaviour, harassment, violence, or mobbing);
- training courses carried out by Istat, the Presidency of the Council of Ministers, and the National Administration School (SNA - training courses addressing gender stereotypes, gender-based violence and harassment, mobbing, and the culture of respect).

## **OBJECTIVE 2: PROMOTION OF AWARENESS-RAISING INITIATIVES ON THE ISSUE**

In synergy among the stakeholders involved, it is necessary to propose initiatives aimed at preventing violence, raising awareness, and eliminating stereotypes, which, as mentioned, are the basis of gender-based violence. Raising awareness among employees regarding gender-based violence also encourages the phenomenon to emerge and helps victims to seek support. To this end, the following communication and training initiatives are proposed.

**Action 2.1.** Set up relationships with the relevant Departments to design awareness-raising initiatives for staff through regular communications on the Institute's Intranet, aimed at raising awareness of the use of language, with the aim to prevent gender-based stereotypes. This action focuses on the importance of establishing collaborations with the various Departments within the Institute. The goal is to design awareness-raising initiatives and information campaigns for staff, using the Intranet for regular communications. These communications should raise the employees' awareness of the importance of inclusive language, thus contributing to the prevention of gender stereotypes. Regularity and consistency are essential, because they allow for the messages received to be absorbed.

**Action 2.2.** Build relationships with the relevant Departments to design awareness-raising initiatives for staff through training courses aimed at avoiding stereotypes.

Joint work between the relevant Departments to design and develop specific training courses will be essential to raise staff awareness and fight gender stereotypes, providing tools and knowledge to address and overcome prejudice and discrimination. The courses will also focus on how to recognize and address gender-based violence.

The Human Resources Department has already begun this highly valuable work. The aim of the course is to eventually reach all employees. Even in this case, systematic and continuous action will be key to achieving the objectives.

**Action 2.3.** Advertisement of training activities on the prevention and avoiding stereotypes and workplace violence, promoted by entities and/or organizations external to the Institute. This action involves promoting training activities focused on preventing and fighting stereotypes and workplace violence, based on information about activities organized by entities or organizations external to the Institute, which will be promoted to encourage participation by Istat staff.

**Action 2.4** Develop guidelines to promote the identification of gender-based violence and gender stereotypes in the workplace: looking for warning signs.

Since the majority of harassment and violence episodes remain unreported, and victims themselves fail to recognize certain behaviours as violent, we propose developing guidelines to help identifying gender-based violence and gender stereotypes in the workplace. This would help raising awareness, identifying warning signs, and providing guidance on how to address difficult situations.

**Action 2.5.** Include a training module dedicated to gender-based violence in the workplace and its prevention in the training of new employees. This action involves including a specific training module on gender-based violence and its prevention in the training programme for new hires. This module is essential to ensure that all new employees are informed and aware of these issues from the beginning of their careers at the Institute.

## **OBJECTIVE 3: COUNTERACTING EMERGING SITUATIONS OF GENDER-BASED VIOLENCE IN THE WORKPLACE**

Although available data does not highlight significant cases of violence and harassment in the Institute, it is essential to address the issue of victim care and support. It should also be noted that, given the inability to estimate the unreported portion of the phenomenon, the number of victims could be even higher than the one already identified. To this end, two actions are presented, aimed at standardizing, or better yet, harmonizing, care procedures.

**Action 3.1.** Create a formalized network of people, including representatives of CUG, the Confidential Counsellor, and the Human Resources Department, aimed at establishing a flow of information on cases of gender-based violence in

the workplace, to facilitate the disclosure of the phenomenon.

It is essential to create an information flow that allows for the collection of data on cases of gender-based violence, contributing to a better understanding of the phenomenon within the organization. This is necessary to establish a support network, consisting of different professionals, thus facilitating the collaboration among the different stakeholders involved in managing cases of violence.

Sharing best practices and exchanging experiences among the different entities involved improves intervention strategies. It is essential to provide clear points of contact for victims, facilitating access to resources and psychological support. Creating a safe environment also allows victims to feel confident in reporting abuse without fear of retaliation. The establishment of this network not only aims to manage cases of gender-based violence, but also to promote cultural and organizational change that fosters a safer work environment.

**Action 3.2.** Develop guidelines to standardize the way gender-based violence cases are handled. It is essential to develop guidelines to standardize the way gender-based violence cases are handled. These guidelines can provide a clear framework to address sensitive situations, ensuring that everyone knows how to proceed and that victims receive the necessary support. It is also recommended that the guidelines establish monitoring mechanisms to verify the adequacy of the strategies adopted.

## 6. IMPLEMENTATION OF MEASURES

The objectives outlined in the 2024-2026 Gender Equality Plan, along with the concrete actions planned to achieve them, were organized into five main thematic areas, each addressing a specific aspect of promoting gender equality within the Institute.

The identified areas are:

1. Work-life balance and promotion of an inclusive corporate culture
2. Gender equality in leadership roles and decision-making processes
3. Gender equality in personnel selection processes and career opportunities
4. Integration of the gender perspective into research and teaching
5. Prevention and fight against gender-based violence in the workplace

The objectives identified in each of these areas are the result of a careful process of collection, analysis and interpretation of available data, aimed at understanding existing critical issues and developing a targeted strategy to reduce, and where possible eliminate, gender inequalities in the Institute's activities and structures.

Starting from this analytical phase, specific objectives were defined to be pursued through concrete actions, each of which is accompanied by monitoring indicators that allow for an evaluation over time.

For each objective, one or more operational actions were defined together with outcome indicators to measure the effectiveness of the action, institutional managers to ensure coordination and strategic commitment, operational managers responsible for the practical implementation of the activities, and a period of reference, which defines the expected implementation timeline. This structured approach allows for systematic monitoring of progress and the possibility of making any adjustment along the way, thus ensuring effective implementation of the Plan and real progress towards gender equality.

With reference to the timelines established for each action, and considering those whose implementation was envisaged in the Plan starting from year 2024 and undertaken by the relevant bodies, the actions described below were implemented.

Within the area of WORK-LIFE BALANCE AND INCLUSIVE CORPORATE CULTURE:

- for Objective 1. Facilitate work-life balance, action 1.1 "Increased flexibility in the use of smart working (number of days and basis)" has been adopted, as shown by the performance indicator, which records the coming into effect of the Ordinary Rule Scheme, which provides for 20 days per two-month period for ordinary flexible working and 24 days per two-month period for enhanced flexible working, in addition to the number of flexible working days calculated on a bimonthly basis<sup>53</sup>;
- Action 1.2 Implementation of smart working has also been implemented, as shown by the implementation of flexible working<sup>54</sup>;
- For objective 1.3 Consolidation of flexibility in teleworking and part-time work, flexible working hours, and optimization of related administrative procedures, the action "Measures adopted to support teleworking, part-time work, and flexible working hours" has been implemented<sup>55</sup>.

Within the area of MEASURES AGAINST GENDER-BASED VIOLENCE IN THE WORKPLACE:

- Objective 1. Monitor psychosocial risks (ILO C190 of 2019) and Action 1.1. Carry out a direct survey on psychosocial risks are directly associated with both the well-being questionnaire developed by the CUG and the work carried out by the Work-Related Stress Assessment Management Group<sup>56</sup>.

It should also be noted that implementation activities are underway for other actions related to different objectives within the various thematic areas, with the targets set for the relevant indicators expected to be achieved in the remaining years of the three-year period.

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<sup>53</sup> Resolution DOP/253/2024

<sup>54</sup> ODS/87/2024 of 15/04/2024 - Provisions regarding remote working for the year 2024

<sup>55</sup> Service Order OD/170/2024 of 28 November 2024, Provisions concerning the shift work: amendments to ODS 108/2022

<sup>56</sup> Deliberation DOP/1069/2024 of 03/12/24

## 7. IMPACT ASSESSMENT OF THE PLAN

The promotion of gender equality and equal opportunities between women and men, as well as the protection of rights and equal participation at all levels, is now a strategic priority at the international level, also in response to Sustainable Development Objective n. 5 of the 2030 Agenda<sup>57</sup>. An increasing number of countries and organizations have adopted specific plans to reduce gender inequalities and tackle all forms of discrimination and violence. In this context, evaluating the results achieved by these plans is essential to understand their effectiveness and guide any corrective actions.

### 7.1 An initial evaluation of the Plan

Evaluating the results of gender equality plans (GEPs) is essential to measure their impact and implement improvements. In this chapter, we will take into account the main results of the actions identified in the different areas of the GEP produced by Istat.

According to the European Commission, gender impact assessment is a useful tool to verify the effects (positive, negative or neutral) of the measures implemented through policy or administrative actions<sup>58</sup>. The evaluation phase of the GEP therefore consists in the analysis of the results obtained, in terms of indicators drawn up 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 for the next cycle.

The strategy is based on multidimensional evaluation, with the aim of promoting equality through lasting structural changes. It will be used a cross-cutting and integrated approach, aimed at promoting equal opportunities and gender equality, strengthening opportunities for personal and professional development, as well as access to education and employment for people of all genders, ages, and backgrounds, without inequalities in treatment.

The Plan's general evaluation criteria focus not only on the effectiveness of single actions and their real implementation, but also on the overall impact for what concerns specific key aspects. First of all, it will be important to verify whether the Plan has contributed to reducing gender inequality, for example by observing the trend in equal pay and female representation in the Institute's different roles. Another key element concerns equal access to opportunities, that is, the possibility for all people, regardless of gender, to access training, management roles, and economic and social resources on an equal basis. Particular attention will be paid to strengthening the role and decision-making autonomy of women, assessing whether they have increased their capacity for self-determination and active participation on an equal basis in the organizational, institutional, and strategic management of the Institute. Finally, the level of awareness achieved on gender equality issues and the evolution of collective rules and behaviours toward greater equity will be taken into account.

In the specific context of the GEP of the National Institute of Statistics, from the definition of the various actions for the reduction of gender differences, the 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 the gender issue within research and teaching programmes;
- measures against gender-based violence in the workplace.

### 7.2 Evaluation areas

#### WORK-LIFE RECONCILIATION AND INCLUSIVE CORPORATE CULTURE

As part of its efforts to support work-life balance and promote an inclusive organizational culture, Istat has gradually consolidated a structured system of regulatory, organizational, and digital tools. Updated regulations on remote working have been adopted<sup>59</sup>, which include both standard (20 days/two-month period) and enhanced (24 days/two-month period) smart working arrangements, with operational provisions defined in the most recent service orders<sup>60</sup>. Manuals,

<sup>57</sup> Transforming our world: the 2030 Agenda for Sustainable Development <https://sdgs.un.org> 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.rg/2030agenda](https://commission.europa.eu/strategy-and-policy/policies/justice-and-fundamental-rights/gender-equality/gender-equality-strategy_en#:~:text=).

<sup>58</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=).

<sup>59</sup> Resolution DOP/253/2024

<sup>60</sup> ODS/87/2024 and ODS/91/2024

template agreements, and complete documentation on remote working, including regulations and forms for the different types of contracts, are available on the company intranet portal. Particular attention is also paid to part-time work, with monitoring on non-aggregate data made by area, level, and gender. The Institute has also launched mobility management initiatives, including the adoption of Home-Work Travel Plans (PSCL), car-sharing agreements, and sustainable mobility surveys. To complete the picture, training initiatives aimed at using digital tools for remote working and updating the skills database, available on the OnLine Selection platform, are highlighted. These actions contribute, in a synergic way, to build a flexible, fair, and well-being-focused working environment.

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

Compared to last year, Istat's analysis of gender equality in leadership highlights some changes. On 31 January 2025, following the reorganization process, there has been a decrease in the number of female management positions in the roles of Central Director (-1 unit) and Service Manager (-2 units) compared to 2023. The overall rate of feminization of management positions stands at 54.2%, with figures varying by role: 59.6% among Service Manager, 46.7% among Central Directors, and 33.3% among Department Directors. The situation at the top remains unchanged: the positions of President and General Director are held by men, and there has never been a female President in the history of the Institute.

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

The performance indicators identified for the thematic area related to gender equality in recruitment processes and career advancement are for the most part quantitative. The percentage changes compared to 2023 and the differences in gender distribution highlight some significant changes in the gender composition of the Institute's staff, in particular at the higher career levels and at the entry levels into research (Table 7.1).

**TABLE 7.1. ISTAT STAFF AS OF 31 DECEMBER 2024 (PERCENTAGE CHANGES COMPARED TO THE PREVIOUS YEAR AND DIFFERENCES IN GENDER DISTRIBUTION IN PERCENTAGE POINTS)**

CONTRACTUAL LEVEL		PERCENTAGE CHANGE			DIFFERENCE IN GENDER DISTRIBUTION (IN PERCENTAGE POINTS)		
		WOMEN	MEN	TOTAL	WOMEN	MEN	TOTAL
Administrative Level I	Manager	0.0	0.0	0.0	0.0	0.0	0.0
Administrative Level II	Manager	20.0	0	16.7	2.4	-2.4	0.0
Total of managers	Administrative	16.7	0.0	11.1	3.3	-3.3	0.0
LEVEL I		22.8	7.9	16.4	3.1	-3.1	0.0
LEVEL II		61.5	67.0	63.3	-0.8	0.8	0.0
LEVEL III		-47.9	-50.6	-48.8	1.2	-1.2	0.0
Total of Levels I/III		-0.3	-0.9	-0.5	0.1	-0.1	0.0
LEVEL IV		-6.4	-8.1	-7.1	0.4	-0.4	0.0

LEVEL V	0.0	2.3	0.8	-0.5	0.5	0.0
LEVEL VI	9.8	4.3	6.7	1.3	-1.2	0.0
LEVEL VII	-4.5	-12.9	-9.4	2.2	-2.2	0.0
LEVEL VIII	0.0	0.0	0.0	0.0	0.0	0.0
Total of Levels IV/VIII	-0.4	-1.8	-1.1	0.4	-0.4	0.0
OVERALL TOTAL	-0.3	-1.4	-0.7	0.3	-0.3	0.0

Source: Istat

There has been a significant increase in the female component among Level II Administrative Managers, with a 20% increase for women, compared to no change for men. This has led to a 2.4 percentage point increase in the amount of women in this segment. In general, administrative managers have seen a 16.7% increase for women and a stagnation for men, with a net change in the distribution of +3.3 percentage points in favour of women. This situation can be seen as a signal of strengthening of the female presence in senior positions.

Positive elements for gender equality also emerge among the first three levels of the research and high-professional career. In particular, in Level I, the number of women has increased by 22.8%, almost three times that of men (+7.9%), with a distribution improvement of +3.1 percentage points. This represents significant progress for the female presence in the highest level of the technical-scientific career. At level II, the increase is marked for both genders, but women's numbers increase by 61.5%, a clear sign of strong career advancement from level III, where a sharp decline is observed. At level III, a sharp decrease is observed for both genders, with a decline of -47.9% among women and -50.6% among men. However, the amount of women increases by 1.2 percentage points, suggesting that, despite an overall decline, the female share has become proportionally more significant. This trend can be interpreted as the result of a process of advancement toward higher levels, especially towards level II.

In general, for levels I-III, there are small variations: -0.3% for women and -0.9% for men, but with a slight rebalancing in favour of women in the overall distribution (+0.1 percentage points).

At levels IV-VIII, there was a slight overall decline, more marked for men (-1.8%) than for women (-0.4%). In terms of gender distribution, the change is +0.4 percentage points for women, highlighting a slight improvement in female representation even in the operational category. In particular, at level VI, women increased by 9.8%, almost double compared to men (+4.3%), with a change of +1.3 percentage points. At level VII, although there was a decrease for both genders, the female share decreased much less than the male one (-4.5% vs. -12.9%), with an increase in female representation of +2.2 percentage points.

In general, the gender structure of Istat staff shows positive signs in terms of advancement of women at higher levels in workplace, particularly among administrative managers and in the first levels of the research career. The negative changes observed at level III seem to be consistent with a process of internal mobility toward higher levels and therefore do not necessarily indicate a decline in the amount of women, but rather a positive evolution in career paths. The difference in gender distribution is equal to +0.3 percentage points for women compared to the overall total, confirming a slight but significant improvement in female representation compared to the previous year.

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

The inclusion of the gender issue in research and training programmes is an area of particular relevance for the National Institute of Statistics, also on the basis of the recent Law n. 53 of 5 May 2022 (Provisions for statistics on gender-based violence) which introduced the requirement for entities "who participate in official statistical information [...] to provide data and information for the surveys included in the national statistical programme and to collect, process and disseminate data relating to people disaggregated between men and women" (Article 2, paragraph 4). In 2024, Istat strengthened its commitment to include a gender perspective into research and training, in line with Law 53/2022 and European directives. The presence of the "gender" variable in the statistical reports of the National Statistical Programme (PSN) was detected in approximately one-third (33%) of the statistical reports submitted by Istat (out of a total of 302), and gender-sensitive indicators were produced in almost half of these works (49.5%).

The female component is growing at the highest levels of the career, as highlighted in Table XX of personnel: there is a 22.8% increase in women at the level I and a 20% increase among level II managers, while the decline in women at the level III (-47.9%) can be seen as the result of career advancements towards higher levels. Even at the entry level of research (level II), the number of women increased by 61.5%, showing a strengthening of the female presence in qualified scientific positions. In general, the gender distribution improved by 0.3 percentage points in favour of women compared to the previous year.

Among the 33 active thematic research projects, 66% of participants are women, and women represent 69.4% of laboratory managers, with a peak of 91.7% in demo-social projects. Furthermore, there is a clear female leadership in the 46 externally funded projects: 37 out of 46 project managers are women.

From the training point of view, the offers have grown both in quantity and participation. In 2024 alone, over 800 employees participated in courses on gender issues, with a strong female participation (e.g.: 449 women in the course "Gender Equality and Prevention of Discrimination"). Furthermore, a task force has been launched to train and raise



awareness of gender stereotypes.

These data confirm that Istat actively promotes gender mainstreaming through structured research, monitoring, and training activities, with a contribution to build an institutional culture increasingly focused on equal opportunities.

## MEASURES AGAINST GENDER VIOLENCE IN THE WORKPLACE

Qualitative methodologies will be used to evaluate the effectiveness of measures against gender-based violence in the workplace, given the delicate complexity of the phenomenon and the need for an in-depth understanding of the contexts.

Istat's CUG, on a regular basis, carries out surveys on the organization condition. These surveys are considered among the most suitable tools for identifying and, therefore, preventing and/or removing situations of discrimination or sexual, moral or psychological violence or mobbing situations in the workplace. The survey conducted in 2021 highlighted some critical issues, as discussed in Chapter 1 of this plan. When the new survey is available, with data referring to a period subsequent to the implementation of this plan, it will be possible to verify whether the actions identified and implemented have had a positive impact on the discriminatory behaviours detected.

After the implementation of the actions identified by the GEP, it will be possible to verify, through the results of a new survey, whether and how much the episodes of gender violence have actually decreased by comparing the number of people affected in the two periods.

Istat's code of conduct explicitly addresses the issue of sexual harassment, without distinctions based on gender. This is due to the fact that a gender-based approach to the code of conduct does not would be compliant with the provision of Article 3, paragraph 1, of the Constitution. This provision, contained in our basic Charter, as a primary provision, has repercussions on all other provisions placed lower in the hierarchy of legislative sources of our legal system. Criminal law has, however, established aggravating circumstances for certain crimes, applicable to criminal conduct perpetrated against individuals who, in relation to specific factual or legal situations, find themselves in a vulnerable position (e.g., women, children, disabled persons).

Although without an explicit gender distinction, it is appropriate to recall the provisions of the current Istat Code of Conduct, which, in Article 5, addresses the issue of harassment. In particular, paragraph 2 defines harassment as: "An act and/or behaviour with a sexual connotation, or in any case based on sex, expressed verbally, non-verbally, or physically, which, in itself or through its persistence, causes an offence to the dignity and freedom of the person concerned. In any case, something that can create an intimidating, hostile, or humiliating work environment." Furthermore, paragraph 3 specifies that: "Sexual harassment also means any act or behaviour that tends to use, with a blackmail intent or to obtain sexual favours, decisions regarding hiring, job retention, professional training, career, schedule, remuneration, or any other aspect of the working life of the employee concerned."

These provisions, due to their general and abstract formulation, are clearly applicable regardless of the gender of the person involved, thus also including cases where the victim is a man.

However, available data and statistical analyses conducted at the national and European levels show that women are overwhelmingly the victims of these serious violations. This reality requires particular attention and a structured response, both from a regulatory and cultural point of view, to effectively prevent and fight all forms of harassment or discrimination.

In this context, the Code of Conduct represents a fundamental protection and prevention tool, but it must be accompanied by systemic actions — including training, awareness-raising, and reporting and support mechanisms — to ensure a respectful and inclusive work environment for all.

## 7.3 Further analysis and development in the impact assessment of the plan

Effective evaluation of gender equality policies requires the integration of quantitative and qualitative methods, the use of specific indicators, and the active involvement of women and the organizational structures involved in the planned actions. This approach increases the effectiveness of policies and achieves real progress towards gender equality.

Important evaluation elements have already emerged from the Istat GEP experience. Statistical analysis of personnel data, disaggregated by gender, highlighted a significant, but lower, female presence in senior positions; greater availability of detailed data would allow for more precise monitoring of inequalities. For each GEP action, key performance indicators have been defined, such as the share of women in decision-making roles, which are essential for measuring the expected results. The Plan's impact will be assessed by observing changes in the identified indicators, to verify whether the actions undertaken have actually contributed to equality. Qualitative research, including interviews, *focus groups*, and content analysis, allows us to carry out a detailed analysis of women's experiences and perceptions, identifying any obstacles to access the policy benefits. It is important to evaluate not only the results, but also the processes implemented: in the case of Istat, the GEP was developed through a broad participatory process that involved all sectors of the Institute. The direct involvement of women in the planning, implementation, and evaluation phases was crucial, offering valuable feedback to improve actions. Comparison with other international organizations, in particular European ones, and with the Sustainable Development Goals (SDGs) provided useful references for contextualizing the results. The Plan's transparency is ensured through internal communication, staff involvement, and the promotion of gender awareness. The collection and organization of data, appropriately disaggregated by gender, are the first step towards a structured evaluation: indicators such as participation in decision-making processes, attendance of courses on gender issues, committee composition, and career progression must be regularly analysed. Continuous monitoring of indicators allows us to assess policy developments, in particular for what concerns the increase in number of presences of women in leadership roles. Qualitative assessment is combined with quantitative assessment, providing information on individual experiences through the direct involvement of those affected. the

Single Guarantee Committee plays an important role. Its 2021 edition has already provided guidance and helps identify and address factors of gender imbalance. Finally, impact analysis of the actions undertaken is essential to understand whether they are truly improving the quality of work and contributing to reduction of inequalities.

## **7.4 Final remarks**

The impact evaluation of Istat's Gender Equality Plan (GEP) is a strategic tool for measuring the effectiveness of the actions undertaken and their concrete contribution to promoting gender equality within the Institute. In a national and international context that increasingly recognizes the centrality of the principle of equality – also in light of Goal 5 of the 2030 Agenda – having reliable monitoring and evaluation tools is essential to guide policies in a target-oriented and successful way.

The data collected, both quantitative and qualitative, show encouraging signs: the increase in the presence of women at the highest levels of technical and scientific careers, the increase in women's participation in research and training projects, the expansion of training offerings on gender issues, and the introduction of structural measures for work-life balance. These results demonstrate that the GEP has generated positive changes in various areas, helping to strengthen a more inclusive and gender-sensitive organizational culture.

However, there are still some critical issues. The female presence in senior roles remains limited, and data highlights the need to consolidate progress through ongoing and targeted actions, in particular in the selection processes, career advancement, and access to leadership. The GEP has also laid the foundation for an integrated approach to evaluation, which goes beyond measuring expected results through quantitative indicators to also leverage the contribution of qualitative assessments, such as workplace well-being surveys and the direct involvement of women and all organizational members.

In general, the impact assessment confirmed the validity of the approach adopted by Istat, based on transparency, active participation, the strategic use of data, and a long-term vision. The future challenge will be to systematize monitoring, improve data availability and disaggregation, and strengthen the cultural dimension of change, promoting a work environment in which gender equality is experienced as a shared value and structurally integrated into the organization's policies and behaviours.

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## 8. OBJECTIVES AND ACTIONS

The objectives and actions identified in each of the five thematic areas presented in the previous chapters, the result of a process of collection and analysis of existing data regarding these areas, conducted by the different thematic subgroups of the Working Group, constitute a proposal for activities to be implemented over the next three years. With a view to full integration, which has led to the harmonization of the Gender Equality Plan with the Positive Actions Plan of the Single Guarantee Committee and with the PIAO, further analysis and selection of the proposed objectives was necessary. In particular, among the measures presented in the thematic chapters, a subset of objectives and actions closely linked to the Institute's strategic and operational objectives has been identified. This integration allows their inclusion within the organizational performance framework, facilitating the monitoring and evaluation of the results achieved through the use of specific indicators.

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

The framework is integrated with the information identified for each action, regarding recipients, institutional managers and operational managers, as well as the reference period for the implementation of the action.

## "WORK-LIFE RECONCILIATION AND INCLUSIVE CORPORATE CULTURE"

Objective	Action	Institutional persons in charge	Operational persons in charge	Timeline	Result indicators
1. Facilitate work-life reconciliation	1.1 Promote existing work/life balance measures with intranet news	DGEN	DCRU	Every year, two-year period 2025-2026	<ul style="list-style-type: none"> <li>Publication of news on the Institute's Intranet (within a maximum of 2 days), dedicated to the promotion of issues, initiatives and measures aimed at facilitating work/life balance without gender discrimination</li> </ul>

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

Objective	Action	Institutional persons in charge	Operational persons in charge	Timeline	Result indicators
1. Strengthen governance on the issues of equal opportunities in leadership and regulatory compliance	1.1 Establishment of a permanent interdepartmental Committee	PRES/DGEN	ALL STRUCTURES	2025	<ul style="list-style-type: none"> <li>Resolution establishing the Committee</li> </ul>
	1.2 Implement the management system for Gender Equality, according to the UNI PdR 125:2022 practice, for its subsequent certification	DGEN	DCPT	2026	<ul style="list-style-type: none"> <li>Roadmap leading to obtaining certification from one of the accredited bodies</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. Promote equal opportunities in recruitment	1.1 Promote selection processes aimed at ensuring equal opportunities by preserving anonymity in the evaluation (blind recruitment) in all phases in which this does not violates the functionality of the procedure (e.g. preliminary definition of the requirements and their relative weight and retention of anonymity up to the oral exam threshold).	DGEN	DCRU/ CRS	Every year, three-year period 2025-2027	<ul style="list-style-type: none"> <li>• Adoption of a Regulation on (internal and external) competition procedures</li> </ul>
2. Promoting equal opportunities in the professional development phases	2.1 Implement the mapping of professional skills as an essential tool define professional profiles and related tasks (job profile and job description) and to understand and enhance the skills of Istat.	DGEN	DCRU/CRS	Every year, three-year period 2025-2027	<ul style="list-style-type: none"> <li>• N. of people registered in the skills bank/Total n. of Istat employees</li> </ul>
	2.2 Regularly and constantly monitor Istat data on employee careers (advancements, career progressions) broken down by gender, in order to identify any inequalities and take immediate action to eliminate them.	DGEN	DCRU/CRS-GRL-RCD	Every year, three-year period 2025-2027	<ul style="list-style-type: none"> <li>• Annual Report</li> </ul>

## "INCLUSION OF THE GENDER ISSUE IN RESEARCH PROGRAMMES"

Objective	Action	Institutional persons in charge	Operational persons in charge	Timeline	Result indicators
1. Identify research projects that address gender issues	1.1. Develop an environment for classifying projects by topic, for example, including gender among the project's keywords/tags.	DISD/DIAE	DISD/DIAE	Every year, two-year period 2025-2026	<ul style="list-style-type: none"> <li>1. Thematic research projects that address the gender issue/Tot. thematic research projects * 100</li> <li>2. Create a repository of active research projects classified by topic.</li> </ul>
2. Detect female coordination in externally funded research projects and professional participation by gender.	2.1. Implement a monitoring system for gender participation in funded projects.	DGEN	DCPT/PSP	Every year, two-year period 2025-2026	<ul style="list-style-type: none"> <li>1. Female participation in the coordination of externally funded projects = total number of female coordinators/total number of projects*100</li> <li>2. Female participation in externally funded research projects = total number of participating female researchers/technologists/total number of participating researchers/technologists *100</li> </ul>
3. Increase the number of courses/seminars/workshops addressing gender issues to raise awareness on the topic.	3.1. Promote attendance at courses/seminars/workshops with tailored training for staff.	DGEN	DCRU/ CRS	2025	<ul style="list-style-type: none"> <li>Start of design activities</li> </ul>

## "MEASURES AGAINST GENDER BASED VIOLENCE IN THE WORKPLACE"

Objective	Action	Institutional persons in charge	Operational persons in charge	Timeline	Result indicators
1. Preventing gender-based violence in the workplace	1.1. Definition of the concept of "gender-based violence in the workplace" from various perspectives, in order to better define the scope of the activity to be carried out.	DGEN/DISD	DCAL and DCDC	2025	<ul style="list-style-type: none"> <li>Preparation of a document on the definition aimed at achieving the action.</li> </ul>
	1.2. Monitor awareness of gender stereotypes and workplace violence at Istat through the inclusion of dedicated questions or a specific module in the Istat staff well-being survey.	DGEN	CUG	2026	<ul style="list-style-type: none"> <li>Carry out the survey and analyse the data, which will be included in a statistical report.</li> </ul>
2. Promote awareness-raising initiatives on the topic.	2.1 Build relationships with the relevant departments to design awareness-raising initiatives for staff through the design of training courses aimed at avoiding stereotypes.	DGEN	DCRU	Every year, three-year period 2025-2027	<ul style="list-style-type: none"> <li>Number and type of courses, for each year of the three-year period.</li> </ul>
	2.2 Advertisement of training activities on the prevention and avoiding stereotypes and workplace violence, promoted by entities and/or organizations external to the Institute	DGEN	CUG	Every year, three-year period 2025-2027	<ul style="list-style-type: none"> <li>Course reports by type, for each year of the three-year period</li> </ul>
	2.3 Include a training module dedicated to gender-based violence in the workplace and its prevention in the training of new employees.	DGEN	DCRU	2026	<ul style="list-style-type: none"> <li>design the content and structure of the training module</li> </ul>

