



UNIVERSITÀ
DEGLI STUDI
DI MILANO

GENDER EQUALITY PLAN

2025-
2027



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A look at gender equality strategies

The issue of gender equality is on the political agendas and policy programmes of many countries. Moreover, achieving gender equality and empowering all women and girls is one of the **17 Sustainable Development Goals of the 2030 Agenda**, to which all UN Member States are committed ([Goal 5](#)).

Gender equality is also a fundamental value of the **European Union**, a lever for enhancing social equity, improving the innovation performance of organisations and stimulating economic growth. However, despite significant progress and numerous regulatory interventions, gender inequality persists across most Member States, albeit to varying degrees depending on the specific features of each national legal system.

In the European Commission Communication of 30 April 2020 entitled '[A New ERA for Research and Innovation](#)', it is noted that despite political attention to gender equality in the research and innovation sector, progress remains modest and insufficient. The '[She Figures 2021](#)' report published by the European Commission indicates that research and innovation remain gender-segregated and continue to be marked by persistent gender inequalities: men and women cluster in specific scientific fields (horizontal segregation), female researchers are underrepresented in STEM areas (Science, Technology, Engineering and Mathematics), and women are underrepresented in senior leadership positions (vertical segregation).

In the '[ERA Policy Agenda for 2022–2024](#)', published in November 2021, the European Commission (EC) highlights, among its priority areas for action, the need to promote institutional change within research organisations through Gender Equality Plans, with a view to achieving a sustainable and long-term improvements in gender equality in R&I. Furthermore, the European Commission emphasises the need to address the issue of gender-based violence in academic settings and to implement inclusion policies that take into account intersections with other forms of diversity and potential grounds of discrimination, such as ethnicity, disability or sexual orientation.

On the premise that gender equality is a core value of the European Union, the document '[Gender Equality Strategy 2020–2025](#)' sets out objectives and actions to ensure that, by 2025, women and men have equal opportunities to realise their potential and to participate fully and equally in society, while addressing persistent gender gaps across all Member States.

The strategy's key objectives are

'ending gender-based violence; challenging gender stereotypes; closing gender gaps in the labour market; achieving equal participation across different sectors of the economy; addressing the gender pay and pension gap; closing the gender care gap and achieving gender balance in decision-making and politics. The Strategy pursues a dual approach of gender mainstreaming combined with targeted actions, and intersectionality is a horizontal principle for its implementation. While the Strategy focuses on actions within the EU, it is coherent with the EU's external policy on gender equality and women's empowerment'.

In line with the '[ERA Policy Agenda for 2022–2024](#)' and the '[Gender Equality Strategy 2020–2025](#)', and to reinforce gender equality as a cross-cutting priority, the new **Horizon Europe** programme introduced the requirement to submit a Gender Equality Plan as an eligibility criterion in 2022.

All measures supporting gender equality in research and innovation within Horizon Europe will contribute to United Nations Sustainable Development Goal 5 (**SDG 5**) on gender equality and female empowerment, and to all other SDGs, as gender equality is a fundamental and cross-cutting priority across all goals.

The need to achieve effective gender equality through concrete measures across all organisational contexts, particularly within the public administration, is rooted in the **principles of the Italian Constitution**. Article 3 not only prohibits all forms of discrimination but also requires that they be countered and that the effects they have inevitably produced over time be dismantled, including through the adoption of specific measures to support equality. From this perspective, Articles 37 and 51 of the Constitution guarantee women and men equal conditions in employment and access to public offices, while also requiring that promotional measures transform formal equality into substantive equality.

In 2006, the **National Code on Equal Opportunities for Men and Women** (Legislative Decree 198/2006) consolidated the previously existing laws containing provisions on equal opportunities, as well those concerning the prevention and elimination of all forms of gender-based discrimination.

Subsequently, **Law no. 162 of 5 November 2021** amended the Code and other provisions on equal opportunities for men and women in the workplace.

In the specific context of the **public administration**, with the **Directive of 23 May 2007**, 'Measures to promote equality and equal opportunities between men and women in public administrations', the Ministry for Public Administration Reform and Innovation and the Ministry for Equal Opportunities and Rights addressed public administrations, calling on them to adopt

'a proactive and leading role in promoting and effectively implementing the principle of equal opportunities and valuing diversity in personnel policies, by eliminating explicit and implicit forms of discrimination and by identifying and valuing the skills of all staff members'.

A further reference to the promotion of equal opportunities is found in **Legislative Decree no. 150 of 17 October 2009**, implementing Law no. 15 of 4 March 2009 on the optimisation of public sector productivity and on the efficiency and transparency of public administrations. Article 8 specifies that the system for measuring and evaluating organisational performance also concerns 'the achievement of objectives for the promotion of equal opportunities' with the aim of enhancing organisational efficiency and the quality of services provided.

Furthermore, **Law no. 183/2010** provided for the establishment, within each public administration, of a 'Unified Committee for Equal Opportunities, the Promotion of Workplace Well-being and Against Discrimination' to ensure gender equality and equal opportunities, eliminate all forms of moral and psychological violence, as well as direct and indirect discrimination based on gender and age, prevent discrimination, and safeguard the well-being of both men and women.

Lastly, at the level of **university legislation**, **Law no. 240/2010** reaffirms the principle of equal opportunities and refers to the autonomy of each institution in regulating and implementing this principle through internal regulations.

The promotion of gender equality represents one of the three cross-cutting priorities pursued across all missions of the **National Recovery and Resilience Plan (PNRR)**, which must be assessed through a gender mainstreaming perspective. In particular, a series of measures have been introduced to foster equality in numerous contexts, including the requirement of gender balance in public procurement, the introduction of gender certification for exemplary companies, the implementation of work-life reconciliation measures in both public and private sectors, and the statutory provision for equal pay (see Legislative Decree no. 77 of 2021; Law no. 162 of 2021; Legislative Decree no. 36 of 2022).

As part of the National Recovery and Resilience Plan (PNRR), the previous government provided for the adoption of a **National Strategy for Gender Equality** (August 2021), a policy document drawn up by the Ministry for Equal Opportunities following a consultation process involving central administrations, regions, local authorities, social partners and the main associations active in promoting gender equality.

In line with the Gender Equality Strategy 2020-2025 adopted by the European Commission, the document aims to produce structural and lasting change by adopting concrete, well-defined and measurable measures across five strategic priorities: Work, Income, Skills, Time and Power. The overall objective is to increase Italy's score on the **Gender Equality Index** (GEI), calculated by the European Institute for Gender Equality (EIGE), by 5 points by 2026, with the aim of moving into the top 10 positions from its current 14th position.

To implement the above-mentioned Strategy, the 2022 Budget Law provided for the adoption of a '**National Strategic Plan for Gender Equality**', which outlines a governance system structured into a political steering level and a technical-scientific advisory level.

In implementation of Article 5 of Legislative Decree no. 36/2022, on 6 October 2022 the Ministers for Equal Opportunities and for Public Administration signed the **Guidelines on 'Gender Equality in the Organisation and Management of Employment Relations in Public Administrations'**, with the aim of

setting out the priority objectives that public administrations must pursue when identifying measures designed to confer specific advantages on, or to prevent or offset disadvantages in the careers of the underrepresented gender, placing these within the context of the relevant European Union principles, as well as the national legal, regulatory and policy framework.

In addition to reviewing global, European and national strategies, the document sets out lines of action on violence, the promotion of STEM disciplines, fostering a culture of respect, strengthening gender balance in civil service reform, and promoting equal opportunities in public contracts funded by the PNRR and the National Complementary Investment Plan (PNC).

The Gender Equality Plan: requirements and areas of intervention

The Gender Equality Plan (GEP) is therefore the strategic, operational and tailor-made tool established by the European Commission to implement gender mainstreaming through measures designed to bring about lasting structural change. It is also an essential requirement for access to funding under Horizon Europe.

The GEP sets out the following **minimum requirements**: publication of the Plan on the institutional website; the involvement of equality policy experts in the implementation of the planned actions; monitoring through the collection and analysis of disaggregated data; and training on equality issues and unconscious gender biases.

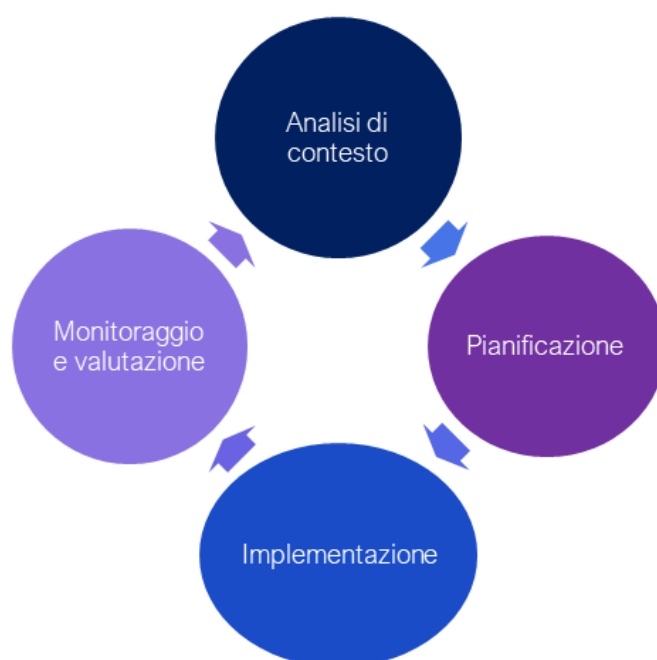
The European Commission also identifies **five key areas** for priority action, to which specific measures should be directed; these are outlined in greater detail in the following description of the University's GEP.

For each area, the objectives must be broken down into specific actions, and for each action, indicators, targets, timelines, a division of responsibilities and the resources allocated must be identified.

In order to make the monitoring, self-assessment and evaluation process more meaningful, the document must include a set of **quantitative indicators** (for measuring, for example, the number of women and men in senior positions, the gender pay gap, etc.) and **qualitative indicators** (for measuring the strategic impact of the Plan, i.e. the assessment of strategic changes within the organisation). The GEP may also include actions aimed at specific areas of intervention, such as organisational culture and work-life balance, gender balance in governing bodies, gender-based violence, discrimination, and the gender dimension in research and teaching.

Typical steps in the lifecycle of a GEP include:

- **context analysis**: collection of gender-disaggregated data and analysis of practices to identify any gender inequalities and their causes. During this phase, it is necessary to review the relevant national and regional legislation, regulations and funding requirements
- **planning**: based on previous analyses, the Working Group identifies achievable objectives, the actions to be implemented, and the institutional and operational responsibilities, and determines the required human and financial resources
- **implementation**: launching initiatives (teaching, research, third mission) and carrying out the administrative work required to achieve the institution's objectives, with a focus on sustainable development and gender equality
- **monitoring and evaluation**: tools for gathering information to guide and support decision-making and improve the quality of the project in terms of relevance, feasibility and effectiveness.



Areas of intervention

AREA 1

Work-life balance and organisational culture

AREA 2

Gender balance in leadership and decision-making

AREA 3

Gender equality in recruitment and career progression

AREA 4

Integrating the gender dimension into research and teaching content

AREA 5

Measures against gender-based violence, including sexual harassment

AREA 6

Third Mission

AREA 7

Strengthening the coordination of gender-related activities and competences

The GEP 2025-2027 of the University of Milan

The European Commission has identified five thematic areas in which a Gender Equality Plan (GEP) should be structured, to which the University has added a sixth and a seventh. Within each area, specific objectives have been identified and will be pursued through concrete actions to be implemented over a one- or three-year period.

AREA 1 – WORK-LIFE BALANCE AND ORGANISATIONAL CULTURE

To contrast gender stereotypes — both the product and the cause of deeply rooted attitudes, values, norms and prejudices — it is necessary to implement projects and initiatives that promote a shared organisational culture based on equity, the elimination of inequalities, and respect for diverse identities.

In this area, the guidelines address the use of language that fosters a respectful and inclusive community, the implementation of measures to enhance organisational well-being and, finally, a key communication strategy on the services offered by the University in relation to rights, discrimination and inclusion, as well as on existing support roles, such as the Student Ombudsman and the Trusted Counsellor, with the aim of raising awareness within the academic community, particularly among students.

OBJECTIVE 1.1 - Raise awareness of the use of language that respects gender identity and is non-discriminatory and inclusive

Action	1.1.1 Promote the use of the 'Vademecum sul linguaggio di genere' (Practical Guide to Gender-Inclusive Language)
Direct target	Teaching staff and researchers; technical, administrative and library staff
Indirect target	Academic community
Responsible parties	Vice Rector for Third Mission and Equal Opportunities; Network of departmental delegates for gender policies; Communication and Institutional Events Division; CUG - Equal Opportunity Committee
Human resources	University personnel
Output	Activities to raise awareness
Outcome	Countering gender stereotypes in language use
Timing	2025-2026-2027
Performance indicators	Yes/No
	Gender Equality
	Reduced Inequalities

Action	1.1.2 Gradual review of administrative texts and forms intended for users of university services
Direct target	Technical, administrative and library staff
Indirect target	Academic community
Responsible parties	All Divisions and Departments (Institutional Affairs Division for the Regulations)
Human resources	University personnel
Output	Review of administrative texts
Outcome	Raising awareness of the use of respectful and inclusive language
Timing	2025-2026-2027
Performance indicators	Yes/No
 	Gender Equality
	Reduced Inequalities

OBJECTIVE 1.2. - Promote initiatives aimed at improving organisational well-being

Action	1.2.1 Promote work-life balance and organisational well-being through specific measures (time management, training, mentoring, measures for aging workers) integrated with the activities of the Positive Action Plan (PAP)
Direct target	Technical, administrative and library staff
Responsible parties	CUG - Equal Opportunity Committee; Organisational Development and HR Division
Human resources	University personnel
Output	Adoption of measures
Outcome	Improved organisational well-being and work-life balance
Timing	2025-2026-2027
Performance indicators	Yes/No
 	Gender Equality
	Reduced Inequalities

OBJECTIVE 1.3 - Strengthen communication strategies to inform, guide and engage students about university services and student support officers

Action	1.3.1 Set up a dedicated page on the University website with links to social media, and develop strategies to disseminate information on all student support officers and on all services related to rights, discrimination and inclusion offered within the University
Direct target	Academic community
Responsible parties	Vice Rector for Student Services and Right to Higher Education; Communication and Institutional Events Division; COSP - University Study and Career Guidance Services
Human resources	University personnel
Output	Development of an infographic
Outcome	Enhancing the visibility of university services for the academic community
Timing	2026-2027
Performance indicators	Yes/No
	Gender Equality
	Reduced Inequalities

AREA 2 – GENDER BALANCE IN LEADERSHIP AND DECISION-MAKING

Despite the election of the University's first female Rector in October 2024 and the existence of a good gender balance within the decision-making bodies, the University intends to enhance the visibility of women in research and the Third Mission through measures designed to promote gender balance in leadership positions.

OBJECTIVE 2.1. – Promote female leadership in decision-making bodies

Action	2.1.1 Adopt measures to ensure equitable participation in panels, university committees, events and working groups
Direct target	Teaching and research personnel
Responsible parties	Vice Rector for Third Mission and Equal Opportunities; CUG - Equal Opportunity Committee
Human resources	University personnel
Output	Development of guidelines
Outcome	Reduction in gender inequality
Timing	2026-2027
Performance indicators	Yes/No
	Gender Equality
	Reduced Inequalities

AREA 3 – GENDER EQUALITY IN RECRUITMENT AND CAREER PROGRESSION

To promote gender equality in recruitment, the University will deliver a course on gender bias and introduce a reward scheme for the allocation of staffing resources, with a view to reducing vertical gender segregation.

OBJECTIVE 3.1. – Design a course on unconscious bias in the recruitment process

Action	3.1.1 Delivery of a course on gender bias for selection committees
Direct target	Teaching staff and researchers; technical, administrative and library staff
Responsible parties	Vice Rector for Research; Vice Rector for Third Mission and Equal Opportunities, Organisational Development and HR Division; CTU - Teaching and Learning Innovation and Multimedia Technology Centre
Human resources	University personnel
Output	Course delivery
Outcome	Reduced vertical gender segregation
Timing	2026-2027
Performance indicators	Yes/No
	Gender Equality
	Reduced Inequalities

OBJECTIVE 3.2. – Measures to address gender segregation

Action	3.2.1 Feasibility study for the introduction of departmental incentives to reduce vertical gender segregation
Direct target	Teaching staff and researchers
Responsible parties	Deputy Rector, Vice Rector for Third Mission and Equal Opportunities; Organisational Development and HR Division
Human resources	University personnel
Output	Report
Outcome	Reduced vertical gender segregation
Timing	2025-2026-2027
Performance indicators	Yes/No
	Gender Equality
	Reduced Inequalities

AREA 4 – INTEGRATING THE GENDER DIMENSION INTO RESEARCH AND TEACHING CONTENT

The University is committed to adopting a comprehensive strategy that includes measures in **teaching**, through the strengthening of cross-disciplinary courses on gender issues, as well as the adoption of a declaration dedicated to research and the Third Mission.

OBJECTIVE 4.1. – Draft a 'Declaration for Diversity and Inclusion' in the University's research and Third Mission activities

Action	4.1.1 Drafting the University's 'Declaration for Diversity and Inclusion'
Direct target	Teaching staff and researchers
Indirect target	Academic community; public and private bodies; active citizenship
Responsible parties	Vice Rector for Research; Vice Rector for Third Mission and Equal Opportunities; Research Services Division; Deployment of Intellectual Property and Innovation Division
Human resources	University personnel
Output	A 'Declaration for Diversity and Inclusion'
Outcome	Promotion of equity and inclusion in research and Third Mission activities
Timing	2026-2027
Performance indicators	Yes/No
	Gender Equality
	Reduced Inequalities

OBJECTIVE 4.2. – Promote and expand the number of courses on gender equality and related measures offered within the University

Action	4.2.1 Feasibility study on the introduction of new cross-disciplinary courses on gender identity, with particular reference to 'alias careers', integrated with the activities of the Positive Action Plan (PAP)
Direct target	Students; technical, administrative and library staff; CUG - Equal Opportunity Committee
Responsible parties	Vice Rector for Teaching and Learning; CTU - Teaching and Learning Innovation and Multimedia Technology Centre
Human resources	University personnel
Output	Course delivery
Outcome	Increased number of courses on equal opportunities
Timing	2025-2026-2027
Performance indicators	Yes/No
	Gender Equality

Action	4.2.2 Design, implement and publish, within training programmes dedicated to innovative teaching, a module on gender-related issues through the development of a Massive Open Online Course (MOOC)
Direct target	Students
Responsible parties	Vice Rector for Teaching and Learning; Vice Rector for Third Mission and Equal Opportunities; CTU - Teaching and Learning Innovation and Multimedia Technology Centre
Human resources	University personnel
Output	Design, development and publication of the course
Outcome	Expansion of the academic offering on equal opportunities
Timing	2026-2027
Performance indicators	Yes/No
	Gender Equality

OBJECTIVE 4.3. – Measures to counter gender segregation in study programmes

Action	4.3.1 Analysis of the University's academic offering and gender prevalence indicators used in the criteria for allocating the Ordinary Financing Fund (FFO)
Direct target	Students
Responsible parties	Deputy Rector; Vice Rector for Teaching and Learning; Vice Rector for Sustainable Budgetary Policies
Human resources	University personnel
Output	Report
Outcome	Gender de-segregation in the academic offering; improved national standing
Timing	2025-2026-2027
Performance indicators	Yes/No
	Gender Equality
	Reduced Inequalities

AREA 5 – MEASURES AGAINST GENDER-BASED VIOLENCE, INCLUDING SEXUAL HARASSMENT

For many years, the University of Milan has supported and promoted scientific, educational, public engagement and training activities aimed at raising awareness among internal and external stakeholders about violence against women. Recognising the need to address deeply rooted stereotypes related to gender roles and violence, the University has established partnerships with institutions, anti-violence centres and professionals working in the field; participated in networks; promoted outreach initiatives in lower and upper secondary schools; and carried out initiatives to investigate the phenomenon within the University itself.

The University intends to continue pursuing the policies and activities launched to prevent and combat harassment and gender-based violence in all its forms by establishing the *Ad alta voce* (Say it out loud) counselling service requested by students, launching an awareness-raising campaign on these issues, and delivering a training course on workplace harassment.

OBJECTIVE 5.1. – Adopt policies and measures to prevent and combat harassment and all forms of gender-based violence

Action	5.1.1 Implementation of the <i>Ad alta voce</i> counselling service through a network of internal and external services
Direct target	Students
Responsible parties	Vice Rector for Third Mission and Equal Opportunities; Delegate for the Prevention of Gender-Based Violence; COSP - University Study and Career Guidance Services; Communication and Institutional Events Division
Human resources	University personnel
Output	<i>Ad alta voce</i> counselling service
Outcome	Combating gender-based violence
Timing	2025-2026-2027
Performance indicators	One press release
 	Gender Equality

Action	5.1.2 Awareness campaign on harassment and gender-based violence and information on services for victims of physical, moral and psychological harassment and gender-based violence available at the national, regional and university level.
Direct target	Academic community
Responsible parties	Vice Rector for Third Mission and Equal Opportunities; Delegate for the Prevention of Gender-Based Violence; COSP - University Study and Career Guidance Services; Communication and Institutional Events Division
Human resources	University personnel
Output	University communication campaign
Outcome	Promoting a culture that combats harassment and gender-based violence
Timing	2025-2026-2027
Performance indicators	– Number of people reached by the campaign messages and official hashtag: (number of individuals visiting the dedicated web page and social media channels) – Number of mentions: number of messages mentioning the campaign, broken down by social media channel – Engagement rate: level of interaction with the most viewed messages – Virality: posts and articles that are most widely shared
	Gender Equality
	Reduced Inequalities

Action	5.1.3 Promote and deliver a workplace harassment prevention training course
Direct target	Technical, administrative and library staff
Responsible parties	Vice Rector for Third Mission and Equal Opportunities; Organisational Development and HR Division; Communication and Institutional Events Division; CUG - Equal Opportunity Committee
Human resources	University personnel
Output	Course delivery
Outcome	Promoting a culture that combats harassment and gender-based violence
Timing	2025
Performance indicators	Yes/No
	Gender Equality
	Reduced Inequalities

AREA 6 – THIRD MISSION

Given the University's important role in disseminating knowledge to the local community and the wider public, a sixth area has been dedicated to the Third Mission. Its aim is to develop and enhance public engagement activities on gender, Diversity and Inclusion, as well as on the pervasiveness of artificial intelligence, a topic that will engage the University in the coming years.

OBJECTIVE 6.1. – Promote gender equality and Diversity and Inclusion in Third Mission activities

Action	6.1.1 Enhance the visibility of Third Mission activities on gender, diversity and inclusion through the University's internal and external networks
Direct target	Public and private institutions; active citizenship
Responsible parties	Vice Rector for Third Mission and Equal Opportunities; CUG - Equal Opportunity Committee; Communication and Institutional Events Division; Deployment of Intellectual Property and Innovation Division
Human resources	University personnel
Output	Promotion of Third Mission and Diversity and Inclusion activities
Outcome	Promotion of an inclusive culture that respects gender and diversity
Timing	2025-2026-2027
Performance indicators	Yes/No
	Gender Equality
	Reduced Inequalities

Action	6.1.2 Disseminate findings from studies on inclusive artificial intelligence and the possible effects of AI on gender stereotypes
Indirect target	Public and private institutions; active citizenship
Responsible parties	Vice Rector for Third Mission and Equal Opportunities; Vice Rector for Digital Transformation and Artificial Intelligence, CUG - Equal Opportunity Committee; Communication and Institutional Events Division; Deployment of Intellectual Property and Innovation Division
Human resources	University personnel
Output	Report
Outcome	Greater awareness of the relationship between artificial intelligence and gender
Timing	2026
Performance indicators	Number of press releases (at least two)
	Gender Equality
	Reduced Inequalities

AREA 7 – STRENGTHENING THE COORDINATION OF GENDER-RELATED ACTIVITIES AND COMPETENCES

With the aim of further strengthening the University's commitment to promoting equal opportunities and combating all forms of gender discrimination within academic life, the activities and work of the network of departmental delegates for gender policies will be further enhanced. This network was established to make the University's action on equal rights, gender studies, diversity and inclusion more effective through the involvement of its 31 Departments.

OBJECTIVE 7.1. – Strengthen the coordination and work of the 'Network of departmental delegates for gender policies', increase visibility and promote activities

Action	7.1.1 Strengthen links with Departments and other institutional figures involved to improve process management and coordination of actions
Direct target	Departments; Network of departmental delegates for gender policies
Indirect target	Academic community; CUG - Equal Opportunity Committee; Trusted Counsellor
Responsible parties	Vice Rectors; Heads of Departments; Network of departmental delegates for gender policies; Gender Policy Office
Human resources	Network of departmental delegates for gender policies; teaching staff, researchers and departmental technical, administrative and library staff; students; Gender Policy Office
Output	- Collection of data, suggestions and proposals from Departments - Updates by delegates during Department Council meetings
Outcome	Strengthening the gender dimension and promoting equality
Timing	2025-2026-2027
Performance indicators	Number of departmental events/initiatives on gender issues
	Gender Equality
	Reduced Inequalities