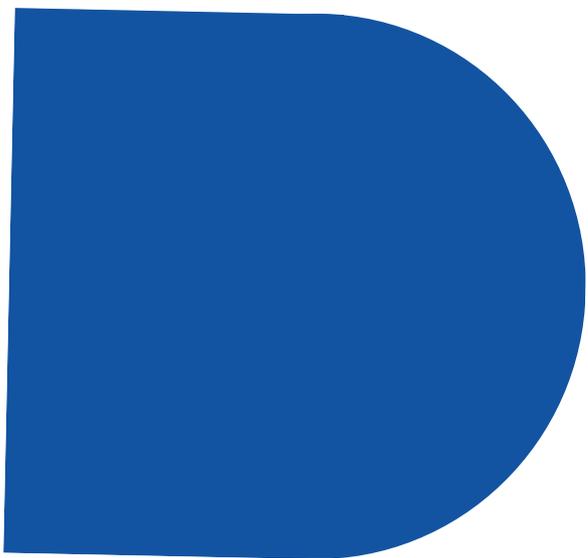
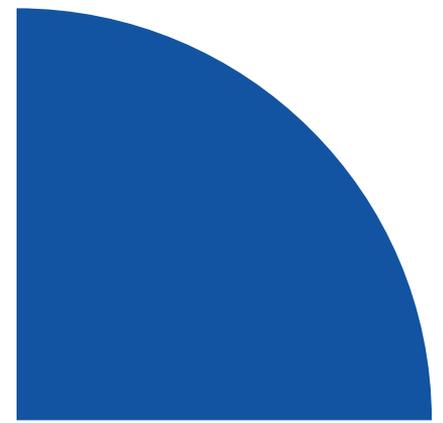


**GENDER
EQUALITY PLAN
FOR FONDAZIONE
BRUNO KESSLER**

 2025 - 2028





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INTRODUCTION



The Gender Equality Plan (GEP) of the Bruno Kessler Foundation (FBK) is a **strategic document that defines the objectives to be achieved and the actions to be undertaken to promote the full participation of all people who work and study at FBK**, to promote equal opportunities within the organization, reduce gender asymmetries, and supporting a culture of respect and the fight against discrimination.

The GEP represents one of the tools aimed at driving cultural change within the Foundation, **to continue to build an inclusive working and learning environment where fair treatment and the absence of discriminatory situations are perceived**. This environment must convey to the entire community trust, a sense of belonging, shared objectives, and, consequently, growth opportunities for the “FBK ecosystem.”

The 2025 – 2028 GEP should be understood as a flexible instrument that recognizes the peculiarities and the organizational system of the Foundation and is closely integrated with its initiatives and programs (e.g., 2024–2027 Strategic Plan, 2025–2028 POE Staffing Plan, Work Organization Model, FBK@Ease project on work-related stress, Family Audit Certification, Talent Development Program, etc.).

The proposed actions aim, on the one hand, to ensure continuity and coherence with the initiatives undertaken in the past through the previous GEP; on the other hand, to define new objectives and measures capable of overcoming the obstacles still present regarding gender equality and the valorization of diversity. A newly introduced element is the expansion of the scope to include other dimensions as well, such as organizational well-being and generational diversity from an intersectional perspective.



Compared with the previous GEP, the need to improve and, in some cases, deploy targeted data collection tools is reinforced to maintain ongoing analysis and dissemination of gender-focused information.

The initiatives span the 2025–2028 period and will be subject to periodic reviews through monitoring indicators and updates.

The GEP drafting process involves the following steps:

- Creation of a **dedicated working group** (GEP team) that will involve people from the administration departments and from the research community with experience and knowledge of gender related topics, personnel management, data analysis, and impact assessment;
- analysis of the **Guidelines** drawn up by the European Commission and by the Conference of Chancellors of Italian Universities;
- context analysis through the **study of gender disaggregated data**;
- **definition of objectives and actions to be developed in the three years 2025-2028**;
- **provision of indicators** such as measurement tools for the management, monitoring and evaluation of activities;
- **sharing the Plan draft with the various internal stakeholder groups** (Management and Coordination Committee, contact persons of the administrative organizational units in support of research and study, Incontriamoci! network, FBK Ideas network) to encourage wider dissemination and participation through the collection of evaluations and additions;
- **endorsement from Institutional Governance (BoD).**

SCOPES, OBJECTIVES AND ACTIONS

The document adopts the recommendations of the [European Institute for Gender Equality](#) (EIGE) and aims to "*identify and implement innovative strategies to foster cultural change and promote equal opportunities in universities and research centers*".

Intervention actions cover the 5 areas indicated by EIGE, identifying their **specific objectives and actions in close agreement with the administrative functions that oversee each area within FBK.**

AREA 1.

Work-life balance and organizational culture

With its first area of work, **FBK intends to maintain a standard that has become well-established and appreciated by staff in terms of work-life balance.** This level of attention comes from the experience accumulated over time, begun in 2009 with the attainment and consolidation of the [Family Audit Certification](#).

The proposed initiatives aim to strengthen the already present culture of work-life balance, **offering targeted and personalized return-to-work plans for those taking long leaves for upskilling and professional development, and expanding the range of staff care services,** also through the Inter-company Welfare and Well-being Network. The focus on well-being and health as a quality of life within the community is reflected in the **analysis of Work-Related Stress.**

Organizationally, it is planned to prepare an **annual Gender Balance Report** to monitor over time the foundation's key parameters and provide concrete data on the gender representation of internal staff. At the same time, guidelines will be created for managing **non-conforming gender identities to promote an even more inclusive study and work environment.** Finally, a new narrative of life in the Foundation will be introduced to **highlight and strengthen the various internal communities** through mutual exchange and shared citizenship.



Organizational Culture

Assessment of work-related stress and risks from a gender perspective and implementation of interventions to promote organizational well-being

TARGET

All staff

KPI

Conducting analyses, publishing data, and designing and implementing interventions to promote organizational well-being

TIMING

2026 - 2027

Drafting of a Gender Report to provide factual information on gender representation in FBK

TARGET

All staff, scholars and stakeholders

KPI

Publication of the document and dissemination

TIMING

2025 - 2026 - 2027 - 2028

Adoption of guidelines for managing non-conforming gender identities and the related adjustment of the demographic management system

TARGET

All staff, scholars and stakeholders

KPI

Release of guidelines and number of activation requests for identity @lias

TIMING

2026 - 2027 - 2028

Overview of internal communities to foster exchange and highlight the diversity of individuals and groups within the Foundation

TARGET

All staff, scholars and stakeholders

KPI

Release of the communications plan and number of initiatives activated

TIMING

2025 - 2026 - 2027 - 2028

Promotion of work-life balance

Re-entry plans for long-absent employees to sustain and advance career paths	<i>TARGET</i>	All staff
	<i>KPI</i>	Release of guidelines and number activated plans
	<i>TIMING</i>	2026 - 2027 - 2028

Feasibility study for establishing a corporate daycare as a welfare service to support female employment and work-life balance	<i>TARGET</i>	All staff, scholars and stakeholders
	<i>KPI</i>	Publication of the feasibility study and outcome
	<i>TIMING</i>	2025 - 2026 - 2027

Maintenance of the Family Audit Certification to support work-life balance	<i>TARGET</i>	All staff, scholars and stakeholders
	<i>KPI</i>	Renewal of certification and number of actions taken
	<i>TIMING</i>	2025 - 2026 - 2027 - 2028

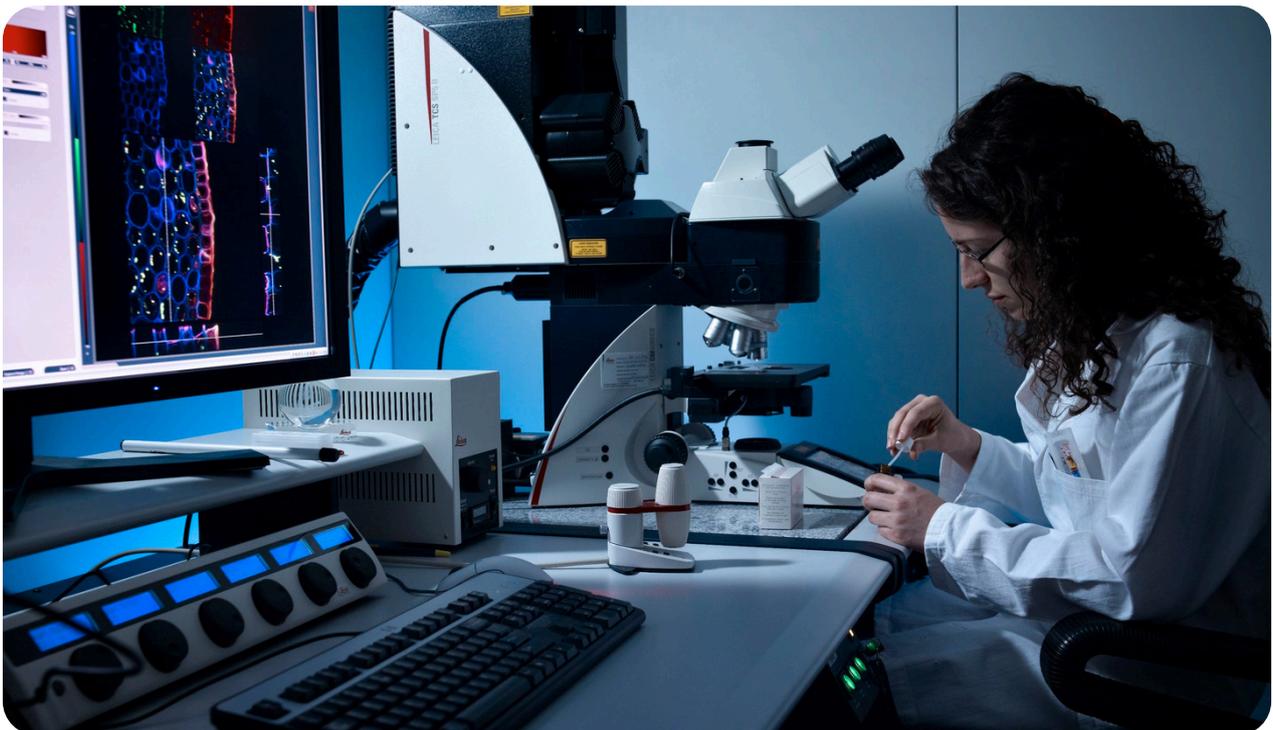
Mapping and expansion of welfare and caregiving services to support family responsibilities through the Distretto Famiglie network	<i>TARGET</i>	All staff, scholars and stakeholders
	<i>KPI</i>	Number of initiatives activated in synergy with the entities joined to the network
	<i>TIMING</i>	2025 - 2026 - 2027 - 2028

AREA 2.

Gender equality in recruitment and career progression

In the second area, FBK aims to **counter horizontal segregation with a lower presence of women in STEM fields**. To reach the objective, **targeted measures will be adopted in recruitment processes**, such as advertising job openings on gender-sensitive channels and attraction initiatives aimed at higher education (Scholars and PhD Program) to broaden the candidate pool from the underrepresented gender. At the same time, to **encourage female participation and mitigate unconscious biases** that may affect selection processes, a feasibility study and testing of new recruitment processes for the scholar target will be launched.

The second relevant objective of this area is to **counter vertical segregation by promoting measures to support the career path of the underrepresented gender**. This objective will be pursued through careful **monitoring of the 2025–2028 POE Staffing Plan from a gender perspective and the development of professional growth programs**, with particular attention to leveraging potential and guiding career paths. Additionally, **career support activities are planned particularly for non-tenured staff to ensure their opportunities for networking, training, and visibility**.



Recruitment processes with greater attention to gender balance

Attraction actions for Scholars and PhD Program	<i>TARGET</i>	Potential male and female candidates for internships, summer schools, and laboratories
	<i>KPI</i>	Number male and female students involved in the various initiatives
	<i>TIMING</i>	2025 - 2026 - 2027 - 2028

Feasibility study and testing of new recruitment processes for the scholar target in the pre-screening phases of applications.	<i>TARGET</i>	Evaluation committees, scholars
	<i>KPI</i>	Time to complete the study and the number of positions for which the blind process can be applied
	<i>TIMING</i>	2027 - 2028

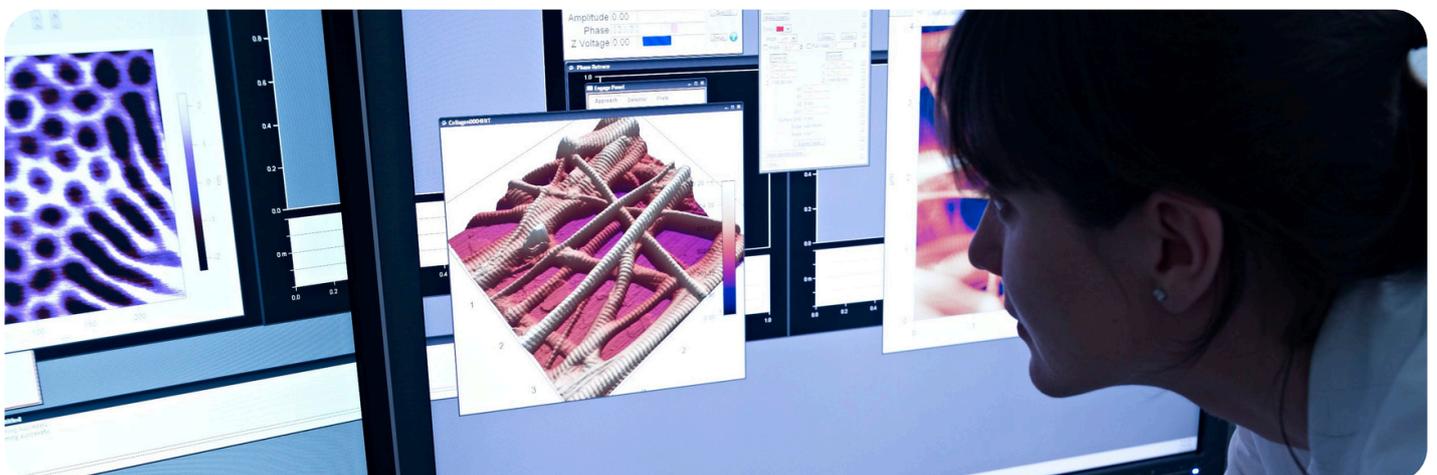
Dissemination of open positions through gender-difference-sensitive channels	<i>TARGET</i>	Potential candidates
	<i>KPI</i>	Number published calls and number female component applications
	<i>TIMING</i>	2025 - 2026 - 2027 - 2028

Career Advancement

KPI monitoring and guidelines for POE programming with a gender perspective	<i>TARGET</i>	All staff
	<i>KPI</i>	Monitoring of the Guidelines to reduce gender asymmetries in the units of Research and Studies
	<i>TIMING</i>	2025 - 2026 - 2027

Career support measures for non-tenured staff (e.g., conciliations for maternity leave) to promote career development by ensuring adequate training and networking opportunities	<i>TARGET</i>	All staff
	<i>KPI</i>	Number of initiatives activated
	<i>TIMING</i>	2025 - 2026 - 2027 - 2028

Development of programs to support personal and professional growth (through assessment tools, coaching, mentoring, and targeted training) with particular focus on valuing potential and selecting career paths, from a gender equity perspective	<i>TARGET</i>	All staff
	<i>KPI</i>	Number of initiatives activated
	<i>TIMING</i>	2025 - 2026 - 2027



AREA 3.

Gender balance in executive positions and institutional decision-making bodies

The third area of work aims to promote equal opportunities in processes and decision-making practices. Actions include **measuring perceptions of gender disadvantages at the organizational and governance levels to design and implement corrective actions, with participation from the Research Board.**

Additionally, a feasibility study will be launched to **reward Directors who have reduced gender asymmetries in their Centers**, thereby fostering greater representation of women in decision-making positions. Finally, initiatives will be activated to **develop the careers of women with coordinating roles (Managers), identifying an inspirational model for younger colleagues.**

GOAL

Promoting equal opportunities in leadership bodies

Designing empowerment pathways for gender-underrepresented groups to strengthen leadership and negotiation skills for coordination roles, including identifying an inspirational model

TARGET

Unit managers

KPI

Number of initiatives activated and number of participants

TIMING

2026 - 2027 - 2028

Measurement of the perception of gender disadvantages in the Foundation for the ideation and implementation of participatory corrective actions at the governance level

TARGET

General Secretariat - Directors - Research Board - Unit Heads

KPI

Publication of measurement and specific action plan for Centre

TIMING

2026 - 2027 - 2028

Feasibility study for a reward criterion aimed at organizational units that have reduced gender asymmetries

TARGET

General Secretariat - Directors - Research Board - Unit Heads

KPI

Publication of the feasibility study with outcome

TIMING

2026 - 2027 - 2028

AREA 4.

Integration of the gender dimension in research and teaching, and in training programs

The fourth area aims to **integrate gender dimension into the organization through business intelligence tools to monitor data and support decisions at the highest levels.** The gender dimension in **scientific production** will also be analyzed for career development, and possible compensatory forms will be evaluated for slowdowns in production due to long absences.

The culture of equal opportunities will be integrated into training and seminar initiatives, with attention to potential biases in research activities. In the educational field, **guidance activities will be promoted in schools to bring new generations closer to the world of Research,** including a gender perspective.

In addition, **an informational toolkit with operating guidelines will be created to promote inclusive behaviors, also by external staff involved in events, seminars, training initiatives,** and/or evaluation processes at the Foundation.

Another measure consists of **funding a PhD scholarship aimed at analyzing gender inequalities in educational and professional contexts** in the academic and research environment.



Integration of gender dimension in research

Development of business intelligence tools to monitor data and provide insights for top-level decision-making	<i>TARGET</i>	General Secretariat - Directors - Research Board - Unit Managers
	<i>KPI</i>	Release of a dashboard that represents the composition of the individual internal units by gender and other variables
	<i>TIMING</i>	2025 - 2026

Monitor and analyze the gender dimension in the scientific production of FBK staff for career development and to mitigate the slowdown in scientific output in cases of maternity or long absences	<i>TARGET</i>	All staff - Directors - Unit Managers - stakeholders
	<i>KPI</i>	Release of a dashboard that represents the composition of the individual internal units by gender and other variables
	<i>TIMING</i>	2026 - 2027 - 2028

Gender balance in scientific events

Promotion and sharing of positive models (role models) to increase the visibility of the underrepresented gender in each discipline	<i>TARGET</i>	All staff, scholars and stakeholders
	<i>KPI</i>	Number of initiatives with role models across the various disciplinary areas
	<i>TIMING</i>	2025 - 2026 - 2027 - 2028

Creation of a toolkit to provide tools and guidelines for promoting inclusive behaviors in the organization of events, seminars, development initiatives, and training	<i>TARGET</i>	All staff, scholars and stakeholders
	<i>KPI</i>	Release of the toolkit, dissemination, and updating of contents
	<i>TIMING</i>	2026 - 2027 - 2028

Integration of gender dimension in training

Organization of training initiatives and in-depth seminars on gender equality and gender dimensions in research activities and projects

TARGET

All staff and scholars

KPI

Number of organized initiatives and number of participants

TIMING

2025 - 2026 - 2027 - 2028

Organization of guidance initiatives in primary and secondary schools to bring new generations closer to Research

TARGET

Male and female students - teaching staff

KPI

Number of organized initiatives and number of participants

TIMING

2025 - 2026 - 2027 - 2028

Funding for a doctoral fellowship or a job position focused on the analysis of gender inequalities in educational and professional contexts within the academic and research sector

TARGET

All staff and scholars

KPI

Posting the offer, profile selection, and initiation of the contractual agreement

TIMING

2025 - 2026 - 2027 - 2028



AREA 5.

Contrasting gender-based violence

The fifth and final area of work aims to **counter all forms of discrimination and violence** within the Foundation to ensure a favorable climate and a higher quality of life for people working within the organization.

Proposed measures **include continuing the mapping activity of the Confidential Counselor** and promoting her role, **adopting a policy against discrimination, violence, and harassment**, promoting a **dedicated Whistleblowing channel** for receiving anonymous reports on discriminatory acts and/or behaviors, and organizing training and **awareness-raising initiatives on equal opportunities and anti-discrimination topics.**



Measures to prevent violence

Continuation of the mapping work by the Ombudsperson and promotion of her role within the organization	<i>TARGET</i>	All staff, scholars and stakeholders
	<i>KPI</i>	Annual reporting of the activity of the Adviser (Consigliera di Fiducia) desk and consequent identification of possible areas and tools for intervention
	<i>TIMING</i>	2025 - 2026 - 2027 - 2028

Adoption of a discrimination and harassment policy to prevent and combat all forms of violence	<i>TARGET</i>	All staff, scholars and stakeholders
	<i>KPI</i>	Release of the policy and dissemination
	<i>TIMING</i>	2026

Promotion of the Whistleblowing channel for the collection of reports	<i>TARGET</i>	All staff, scholars and stakeholders
	<i>KPI</i>	Activation of tools and annual reporting of the number of reports received
	<i>TIMING</i>	2026 - 2027 - 2028

Awareness-raising actions on violence

Organizzazione di iniziative di formazione e sensibilizzazione su pari opportunità, discriminazioni, mobbing, molestie e sulle loro misure di prevenzione all'interno dell'organizzazione	<i>TARGET</i>	All staff, scholars and stakeholders
	<i>KPI</i>	N. initiatives implemented and N. participants
	<i>TIMING</i>	2025 - 2026 - 2027 - 2028



CONCLUSION

Fondazione Bruno Kessler's Gender Equality Plan is not merely a response to requirements set by European funding schemes, but a tool through which the Foundation responsibly commits to pursuing its objectives, through the full participation of all people who work and study within it, promoting equal opportunities and valuing differences, specifically gender diversity.

The proposed initiatives, although categorized into distinct areas of intervention, should be interpreted as the pieces of a puzzle that form a broader and more systematic framework, coherent with the Foundation's strategic objectives.

WORKING GROUP AND CONTRIBUTION

A thank you to the colleagues who, in various capacities, contributed to the development and drafting of the proposals of the 2025–2028 Gender Equality Plan (in alphabetical order):

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