

**GENDER  
EQUALITY  
PLAN**

**2026-2028**



This document was prepared by the Human Capital and Organization Directorate and shared with the Committee of the Scientific Director and with the Research Organization Director before submission to IIT's senior management.

This revision was approved on: January 28, 2026



## Introduction

The Gender Equality Plan sets out IIT's goals for promoting equality between people of different genders and details the measures that IIT will take in the coming years to achieve these goals.

The Action Plan, described hereinafter, aims to foster a coordinated and focused approach to promoting gender equality and to support the sharing and adoption of best practices within IIT.

The planned measures address the challenges identified in this Gender Equality Plan and were developed building on the achievements of the 2023–2025 Plan.

The IIT's Diversity, Inclusion, and Social Impact Office is in charge of coordinating the implementation of the Gender Equality Plan identifying analytical measures and indicators, monitoring progress, and improving measures or actions.

It will work in synergy with the all offices units responsible for executing the Action Plan's measures.

The Diversity, Inclusion, and Social Impact Office is broadly concerned with fostering an inclusive culture for all people, including those with disabilities.

Annual reports shall document any amendments to the Action Plan, as well as new measures or waivers.

## Goals

The Plan supports the strategic goals outlined in IIT's Strategic Plan (2024-2029) and reinforces the central role of human capital in addressing societal challenges such as sustainability, health, and technological development.

IIT's values are integrity, courage, societal responsibility, and inclusion. This plan aims to promote actions consistent with these values.

IIT also cares about the balance between family commitments, academic studies, and/or occupational activity for all students and employees.

IIT aims to promote an inclusive culture that supports equality and intercultural awareness with actions to enhance career prospects.

Finally, IIT does not tolerate any form of sexual harassment or discrimination and will take prompt action where necessary.

## Responsibilities

It is the duty of the Scientific Director of IIT to ensure the implementation of the Gender Equality Plan. The Scientific Director is hereby supported by the Director General and the Diversity, Inclusion, and Social Impact Office.

The Principal Investigators (PIs) and Administrative Executives are required to collaborate with the Diversity, Inclusion, and Social Impact Office in order to implement the Action Plan and to comply with the legal provisions related to discrimination and gender equality. Other IIT entities are tasked with supporting the implementation process

In order to clarify roles and foster shared accountability, the RACI matrix model (Responsible, Accountable, Consulted, Informed) is adopted throughout the Action Plan. This allows each measure to be associated with specific IIT actors depending on their level of involvement and responsibility.

R = Responsible: the entity in charge of carrying out the activity.

A = Accountable: the entity ultimately answerable for the success of the activity.

C = Consulted: the entity to be involved and consulted based on expertise.

I = Informed: the entity to be kept informed on progress and completion.

Any suggestions, complaints, or feedback can be sent to the account [risorseumane@iit.it](mailto:risorseumane@iit.it)

# Action Plan

IIT's Gender Equality Plan acknowledges six areas of action, complemented by a cross-cutting area dedicated to monitoring and reporting.

## 1. Gender Equality in Recruiting and Career Progression

- a. Promoting processes to favor and support gender-sensitive recruitment, career development, and appointments
- b. Awareness, Dissemination and Alignment about the Coalition for Advancing Research Assessment (CoARA)
- c. Analyzing wage equality
- d. Inclusive employer branding strategies

## 2. Organizational Culture and Work-Life Balance

- a. Mental Wellbeing
- b. Parental support

## 3. Gender Balance for Leadership and Decision-Making

- a. Promoting the creation of organizational structures and rules to support gender equality

## 4. An Inclusive Culture

- a. Promoting the creation of an inclusive culture to support equality
- b. Promoting the enhancement of career prospects

## 5. Integration of the Gender Dimension into Research and Teaching Content

- a. Promoting gender awareness in the research process

## 6. Measures against gender-based violence including sexual harassment

## 7. Monitoring and Reporting

# 1. Gender Equality in Recruitment and Career Progression

## 1.a Promoting processes to favor and support gender-sensitive recruitment, career development, and appointments

Target	Measures	Timeline			Ownership (RACI)	Sustainable Development Goals (SDGs) UN	KPI
Tenure-Track Candidates and Pls on the Tenure-Track	A gender equality evaluation will be conducted for the Committees and Panels involved in the implementation of the Tenure-Track Policy.	2026	2027	2028	<b>R:</b> HCOD <b>A:</b> DS, DG <b>C:</b> ROD <b>I:</b> -		Gender ratio of males and females in selection panels

# 1. Gender Equality in Recruitment and Career Progression

## 1.b Awareness, Dissemination and Alignment about the Coalition for Advancing Research Assessment (CoARA)

IIT will strengthen its engagement with the Coalition for Advancing Research Assessment (CoARA) by actively participating in working groups and meetings, including the CoARA TIER (Towards an Inclusive Evaluation of Research) working group. Outcomes and recommendations emerging from this engagement will be progressively adopted and integrated into IIT's internal practices, with particular attention to inclusive, transparent, and gender-sensitive approaches to research assessment.

Target	Measures	Timeline			Ownership (RACI)	Sustainable Development Goals (SDGs) UN	KPI
IIT Scientific and Administrative Management	Impementation and Dissemination Activities of CoARA Principles.	2026	2027	2028	<b>R:</b> HCOD <b>A:</b> DS, DG <b>C:</b> ROD <b>I:</b> Target	 	Number and type of activities
		●	●	●			

# 1. Gender Equality in Recruitment and Career Progression

## 1.c Analyzing wage equality

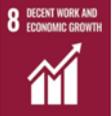
IIT will analyze wage equality, and design specific measures to reduce any gender inequalities found, including the design of wage clusters for Postdoc and Researcher roles. The analysis will focus on: Principal Investigators; Employees in charge of Scientific and Administrative Areas; Postdocs and Researchers.

Target	Measures	Timeline			Ownership (RACI)	Sustainable Development Goals (SDGs) UN	KPI
PIs	A gender pay gap analysis will be conducted, disaggregated by professional category and population target group.	2026 ●	2027 ●	2028 ●	R: HCOD A: DS, DG C: ROD I: Target		Gender Pay Gap Index Femininity Index
Postdocs and Researchers	A gender pay gap analysis will be conducted, disaggregated by professional category and population target group.		●	●	R: HCOD A: DS, DG C: ROD I: Target		Gender Pay Gap Index Femininity Index
Employees in charge of Scientific and Administrative Areas	A gender pay gap analysis will be conducted, disaggregated by professional category and population target group.			●	R: HCOD A: DS, DG C: ROD I: Target		Gender Pay Gap Index Femininity Index Glass Ceiling Index

# 1. Gender Equality in Recruitment and Career Progression

## 1.d Inclusive Employer Branding Strategies

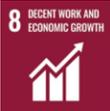
IIT will review and enhance its employer branding strategies to reflect a strong and visible commitment to diversity and inclusion in all its dimensions, including but not limited to, gender, nationality, ethnicity, age, and disability. Outreach and communication initiatives will be designed or reoriented to attract candidates from underrepresented groups, in line with IIT's broader D&I goals. This includes a critical assessment of visual materials, messaging, and participation in events that promote inclusive excellence in science and innovation.

Target	Measures	Timeline			Ownership (RACI)	Sustainable Development Goals (SDGs) UN	KPI
Ph.D. Students, Postdocs, and Researchers, Administrative and Technical Staff	Implementation of D&I principles in IIT attraction strategies.	2026	2027	2028	<b>R:</b> HCOD <b>A:</b> DS, DG <b>C:</b> ROD, PIs, Administrative Directorates <b>I:</b> Target	 	Recruiting Success Gender Ratio Number of attraction initiatives
		●	●	●			

## 2. Organizational Culture and Work-Life Balance

### 2.a Mental Wellbeing

IIT will continue to promote a culture of psychological wellbeing by ensuring access to dedicated mental health support services for all IIT personnel. The service will provide confidential individual counselling and targeted resources to help manage stress, work-life balance, and personal challenges.

Target	Measures	Timeline			Ownership (RACI)	Sustainable Development Goals (SDGs) UN	KPI
All IIT Personnel	Psychological Support Service.	2026	2027	2028	R: HCOD A: DS, DG C: - I: Target		Utilization ratio in relation to the target population

## 2. Organizational Culture and Work-Life Balance

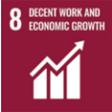
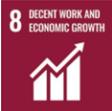
### 2.b Parental Support

#### Network for Parents

Voluntary peer-support network for IIT staff with parenting experience, designed to offer new parents a space for listening, peer exchange, and practical guidance on recurring needs (e.g., return to work, work–life balance, available services and opportunities). The initiative helps strengthen a sense of belonging and mutual support within the IIT community. The network will be launched and managed through internal channels on Teams / Viva Engage.

#### Children Edutainment Voucher

To support work–life balance for staff with children, IIT will provide a financial contribution to partially cover the cost of enrolment in certified summer camps. The reimbursement is intended to support families during school breaks and promote access to safe, educational, and engaging activities for children aged 6–13..

Target	Measures	Timeline			Ownership (RACI)	Sustainable Development Goals (SDGs) UN	KPI
All IIT Personnel with Children	Implementation of a Network for Parents.	2026	2027	2028	R: HCOD A: DS, DG C: - I: Target		Number of members of the Network
All IIT Personnel with Children	Children Edutainment Voucher.	2026	2027	2028	R: HCOD A: DS, DG C: - I: Target		Number of IIT Parents Involved Number of Children Involved

### 3. Gender Balance for Leadership and Decision-Making

#### 3.a Promoting the creation of organizational structures and rules to support gender equality

A gender equality evaluation will be conducted for IIT Bodies (Council, Executive Committee, Scientific Director Board) and Committees (i.e., Scientific Technical Committee).

Target	Measures	Timeline			Ownership (RACI)	Sustainable Development Goals (SDGs) UN	KPI
Members of Governance Board	Monitoring of gender equality in IIT Bodies.	2026	2027	2028	R: HCOD A: DS, DG C: Bodies I: -		Women's Representation in Committee Index
		●	●	●			

## 4. An Inclusive Culture

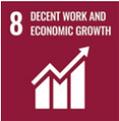
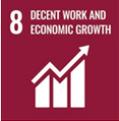
### 4.a Promoting the creation of an inclusive culture to support equality

#### Inclusive leadership and DEI training for managers and PIs

IIT will deliver dedicated training programmes for Managers, Directors, and Principal Investigators on equality, inclusion, and cultural awareness. The modules will be integrated into the broader professional development offer. The aim is to embed inclusive principles and strengthen the ability to manage diverse teams respectfully and effectively.

#### Inclusive Communication

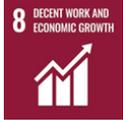
Internal guidelines on inclusive language will be disseminated to promote communication practices that reflect IIT's commitment to inclusion and mutual respect.

Target	Measures	Timeline			Ownership (RACI)	Sustainable Development Goals (SDGs) UN	KPI
Managers, Directors and Principal Investigators (Scientific Area and Support Area)	Training Modules.	2026	2027	2028	R: HCOD A: DS, DG C: HEO I: Target		Number of Training Modules Delivered Number of IIT People Trained
All IIT Personnel	Inclusive Language Guide Dissemination	2026	2027	2028	R: HCOD A: DS, DG C: - I: Target		Number of Downloads of the Guide

# 4. An Inclusive Culture

## 4.b Promoting the enhancement of career prospects

IIT will launch an internal coaching service, with a specific focus on intercultural dynamics. The initiative aims to offer employees a confidential space to reflect on work-related goals and challenges within an international and multicultural setting. Individual coaching sessions will support participants in building clarity, identifying resources, and exploring development pathways, while taking into account cultural and language differences that can affect collaboration and career decisions. The service reinforces IIT's commitment to inclusive and equitable development opportunities.

Target	Measures	Timeline			Ownership (RACI)	Sustainable Development Goals (SDGs) UN	KPI
TBD	IIT will run a coaching program with internal certified coaches with special attention to intercultural dimensions.	2026	2027	2028	R: HCOD A: DS, DG C: HEO, ROD I: Target		Number of Internal Certified Coaches  Number of IIT People Using the Service

# 5. Integration of the Gender Dimension into Research and Teaching Content

## 5.a Promoting gender awareness in the research processes

IIT will monitor all data on research grouped by gender, including funding allocations, publication submissions, excellence evaluations, patent applications.

Target	Measures	Timeline			Ownership (RACI)	Sustainable Development Goals (SDGs) UN	KPI
Scientific Staff including Ph.D. Students	Monitoring of data disaggregated by gender for publications, patents, projects awarded, entrepreneurship, and so on.	2026	2027	2028	R: HCOD A: DS, DG C: ROD, TTD I: Target		Scientific Glass Ceiling Index KPIs related to scientific output, technology transfer, and entrepreneurship, per gender

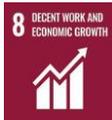
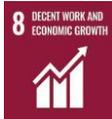
## 6. Measures against gender-based violence including sexual harassment

### Training on harassment, bullying, and gender-based violence

IIT will deliver training sessions to strengthen staff awareness and competence in preventing and addressing workplace harassment, including sexual harassment, as well as bullying and discriminatory behaviors. The training will also cover early warning signs, internal reporting procedures, and key links with psychosocial risks (e.g., work-related stress), to support a safe and respectful work environment.

### Management of reporting procedures for harassment and discrimination

IIT will maintain its internal procedure for reporting cases of harassment, bullying, and discrimination. The process ensures confidentiality, protection of all parties involved, and compliance with legal obligations. Clear communication and accessibility of the procedure will be guaranteed across the organization.

Target	Measures	Timeline			Ownership (RACI)	Sustainable Development Goals (SDGs) UN	KPI
All IIT personnel including Ph.D. Students	Providing training course on harassment, bullying, and gender-based violence.	2026	2027	2028	<b>R:</b> HCOD <b>A:</b> DS, DG <b>C:</b> - <b>I:</b> Target	 	Number of Trainings Delivered Number of People Trained
			●	●			
All IIT personnel including Ph.D. Students	Handling the Reporting Procedure.	●	●	●	<b>R:</b> HCOD <b>A:</b> DS, DG <b>C:</b> ODV <b>I:</b> Target	 	Number of Reports Submitted via IIT Official Channel Number of Substantiated Reports (positive outcome after preliminary assessment)

## 7. Monitoring and Reporting

The IIT Gender Monitoring Report tracks developments in the gender distribution of personnel at different stages of their careers. It measures IIT's progress in relation to equal representation and allows IIT to set needs-based objectives and to create measures to remedy any shortcomings.

It plays a pivotal role in the management of IIT's equality policy.

The IIT Gender Monitoring Report and the IIT Gender Equality Report will be published on the IIT website.

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Dott. Fabrizio Moscone

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