

# ANNUAL REPORT

## GENDER EQUALITY PLAN 2023

Istituto Affari Internazionali



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## Introduction

The Gender Equality Plan (GEP) of the Istituto Affari Internazionali (IAI) outlines the Institute's gender equality strategy for the years 2022-2024 and set commitments and actions to promote gender equality and inclusion through institutional changes and gender mainstreaming. The GEP pursues a set of objectives to promote gender-responsive culture in the Institute, enhancing the full participation of all people, in all their diversity in the life of the Institute, through a series of actions pursued over a three-years period. The GEP is a public document (available at this [link](#)) signed by the IAI Director and actively communicated by the Communication Office within and outside the Institute.

Gender equality is a fundamental value of the European Union. The IAI's GEP responds to the requirements of the European Commission's Strategy for Gender Equality 2020-2025, which includes policy objectives and actions to make significant progress by 2025 towards a Gender-Equal Europe. Strengthening gender equality and gender mainstreaming within EU's key funding programme for research and innovation, Horizon Europe, is among the means to achieve the goals of the Strategy.

Each year, IAI will present an Annual Report on the state of the art and any progress the Institute has made toward gender balance and inclusion of diversity, monitoring and reporting on the qualitative and quantitative actions and initiatives on gender mainstreaming taken to achieve the gender equality strategy outlined by the Institute's GEP. Moreover, the GEP Annual Report 2023 has been realized thanks to a progressive and constant collaboration with all the areas of the Institute, represented inside the GEP Team, and should be read in conjunction with the annual NFR (the Non-Financial Report). In this regard, in fact, IAI decided to pursue the drafting of a Non-Financial Report with the aim of analysing over time the already identified parameters of gender equality, multiculturalism of the team, team well-being and promotion of young people and their training.

The results presented in this Annual Report, which refer to the year 2023, are in line with the trends already presented in Gender Equality Plan 2022-2024, as well as in the [Annual Report 2022](#), and are related to the baseline year (i.e., 2022). The results of the Annual Report on 2023 will be crucial for the development of the IAI's GEP in general and will have a significant and measurable impacts on the next reporting cycle.

## The GEP Team

The dedicated working group - the GEP Team – has monitored and collected the pieces of information and data needed to prepare the Annual Report 2023.

The team is composed of senior members with management and formal roles and of an extended Working Group with operational functions. The GEP team represents all the areas of the Institute: Management, Research, Human Resources, Administrative Office, Education and Communication. GEP Team possess solid connections with the Board and Committees, scaling the GEP to the highest level of governance.

GEP team	Role	Category
Alessia Chiriatti	Head of the Educational Programme; Researcher	Coordinator; Training and educational programmes
Nathalie Tocci	Director	Management
Federica Di Camillo	Deputy Director	Management
Ferdinando Nelli Feroci	President	Management
Michele Nones	Vice President	Management
Vincenzo Camporini	Supervisory Board	Management
Riccardo Alcaro	Research coordinator	Research
Nicoletta Pirozzi	Institutional relations manager	Research
Maritza Cricorian	Secretary general	Management / Human Resources
Rossella Cazzato	Head of the Finance/Administrative Office	Human Resources
Francesco De Leo	Head of communications; Affari Internazionali Managing Director	Communication
Extended Working Group	Role	Category
Gaia Ravazzolo	Junior Researcher	Research
Akram Ezzamouri	Junior Researcher	Research
Alessio Sangiorgio	Junior Researcher	Research
Manuel Herrera	Researcher	Research
Loredana Teodorescu	Researcher	Research
Roberta Del Mastro	Finance/Administrative Office	Administration
Marta Paladini	Project Officer	Administration
Alessandra Darchini	Press Officer	Communication
Milena Di Nenno	Social media manager	Communication
Katia Marchesi	Assistant to Director and President	Staff
Nathalie Champion	Programme Assistant	Staff
Giuseppe Pinto	IT Administrator	Staff

In order to collect data and figures on 2023 and to achieve the objectives explained in the five GEP areas, the GEP Team has constantly and proactively worked, sharing the tasks and engaging in dialogue with the IAI community in matters of discrimination and gender balance, and to comply with the values and rules set forth in the IAI mission.

## Progress on the institutional setting for Gender Equality

In the understanding and the realization of the requirements of the European Commission's Strategy for Gender Equality 2020-2025, IAI's GEP has been structured in compliance with the four-mandatory processes related requirements, which are: (1) public document, (2) dedicated resources, (3) data collection and monitoring, (4) training. A budget has been allocated for specific activities (i.e., support of a Gender Expert for the composition of the GEP document and in processing gender measures and policies within the Institute's vision; training for IAI's staff; the

implementation of the Educational Programme's activities toward a gender sensitive dimension). Accordingly:

1. The GEP Team has been tasked with the **data collection and analysis** of disaggregated data by gender in order to prepare, disseminate and update the IAI's Annual report, as well as the proposal of indices for measuring the gender balance at the Institute that facilitate benchmarking over time. All these actions are part of the process of checking the current status and the progress made in the area of equal opportunities. In terms of gender balance, the GEP Team has mapped the composition of Boards, Management, Research Staff and Personnel, Communication and Editorial Staff; the composition of the various panels, events and courses organized by the Institute to comply with gender equality and inclusion requirements, where possible based on the characteristics of the scientific community.
2. The GEP team continued in 2023 to increase the absolute number of women in **IAI's individual membership**.
3. In 2023, IAI **updated the IAI Code of Conduct**, for the prevention and contrast of sexual harassment, abuse and exploitation in light of ILO C190 and the most national and international legal instrument.
4. IAI has worked for **training** its staff on unconscious gender biases and raise awareness on GEP activities, as well as to organize seminars on organizational well-being, equal opportunities and non-discrimination in the workplace.

During the 2023, IAI continued to implement existing projects and actions aimed at promoting gender equality and women's empowerment. One of the most relevant gender-target project is the initiative for a **Mediterranean Women Mediators Network**, founded in October 2017 and replayed every year (7 editions), organized with WIIS (Women in International Security) Italy. The project aims at increasing the number of women involved in peace-making efforts and facilitating the appointment of women mediators at local and international level. The Mediterranean Women Mediators Network project is promoted by the Italian Ministry of Foreign Affairs and International Cooperation, and implemented by IAI and the Italian branch of Women in International Security. Moreover, IAI continues to host [publications and reports](#) written by gender experts, also from the WIIS network.

Another relevant activity is the [Young Women and Next Generation Initiative](#), founded in February 2021, launched by IAI and the Vienna Center for Disarmament and Non-Proliferation in the framework of the EU Non-Proliferation and Disarmament Consortium (EUNPDC). The initiative has the goal to encourage young women and the next generation to enter the non-proliferation, arms control and disarmament field and help address gender imbalances in the field exposing college and university level students, especially women, to arms control issues, increasing awareness and encouraging the participation in events and workshop.

Moreover, as stated in the IAI's GEP, as part of the Horizon 2020 project [JOINT](#), IAI adopted project Guidelines for a gender-sensitive approach to research. Among the other JOINT's activities, the Institute organized a webinar to introduce a gender-sensitive approach to research to the members of the consortium that carries out the project. The training was entrusted to the gender expert who contributed to the drafting of this document.

Other projects and initiative organized by IAI integrate a gender perspective and promote gender-sensitive research. In this regard, we can enumerate:

1. the project on ["Countering Chinese Disinformation in Italy"](#). Several interviews to leading female international experts, public diplomacy, propaganda and disinformation have been

organized, thus reporting a gender perspective on a number of key and crucial issues in the field of China's political communication.

2. The Horizon 2020 project, [RECLAIM](#), addresses the challenge of post-truth politics for the future of liberal democracy in Europe. In the project, the gender dimension plays a central role in all of the work packages included. Specifically, IAI is leading the WP8 on citizenship education, focusing not only on the extent to which disinformation is considered in citizenship education at the national level, but also on the extent to which the gender dimension is taken into account in addressing disinformation in national and subnational curricula.
3. In the Horizon Europe Project [SHAPEDEM](#), in which IAI is WP (Work Package) leader, the gender dimension is considered ad a cross-cutting issue. In all project phases, the impact of gender equality and digital transformations in democracy support will be examined.

Furthermore, IAI participated as a leading partner in a consortium that worked on a project proposal for a grant under the Horizon Europe programme. The project, called **DemoPro**, will – if approved - investigate gender equality-related issues (amongst others) as part of its wider focus on opposition politics in Europe and beyond. The project, in which IAI would have important responsibilities as leader of a work package and partner in several others, places particular focus on feminist and LGBTQI+ movements, addressing the challenges around which they mobilise to contribute to the EU's emerging emphasis on gender equality and the protection of the rights of marginalised communities. In addition to the research focus, DemoPro would ensure gender inclusiveness when applying participatory methods, including respondents for interviews and participants in workshops, Democracy Bootcamp, and the Practitioners' Network.

IAI continues to pose a specific attention on monitoring the composition of research teams where IAI is lead partner. Accordingly, we can cite [the CBRN-P3 cluster \(Chemical, Biological, Radiological and Nuclear Defense\)](#), on the preparation, prevention and protection of the environment and the population from CBRN risks, in which the research team is composed by three women and one man. Moreover, we can specify that in general the composition of research teams is always balanced in terms of gender representation.

## Progress in the GEP key areas, objectives and actions

The IAI's Gender Equality Plan acknowledges 5 areas of action and aims at achieving 8 objectives in the three-year period 2022-2024 through the implementation of 13 strategic actions. Among them, 4 areas of actions, 6 objectives and 11 strategic actions are relevant for the 2023 and have been monitored and reported in this Annual Report. Specifically, they are:

### Area 1. Gender balance in decision-making structures and Memberships

**Objective 1.1** Promoting female leadership in decision-making structures

**Objective 1.2** Increasing the number of women in IAI's individual membership

### Area 2. Institutional Culture

**Objective 2.1** Strengthening Institutes' performance on gender equality

### Area 3. Integration of the gender dimension into research and training

**Objective 3.1** Promote a gender perspective in research content

## Objective 3.2 Integrating a gender perspective in training programmes

### Area 5. Communication

#### Objective 5.1 Communicating the GEP

Below, the areas of actions for 2023 and their advancements are listed and explained:

### Area 1. Gender balance in decision-making structures and Memberships

#### 1.1 and 1.2 - Promoting gender balance in IAI's decision-making structures and memberships.

The analysis related to the year 2023 shows that the management has a good representation of women, yet the Institute continues to recognize that gender balance in some areas should be improved. Specifically, IAI demonstrated an important effort to engage more women in individual membership and promote gender balance in decision-making structures, as explained below in the "Data and Figures" paragraph.

### Area 2. Institutional Culture

#### 2.1 Strengthening Institutes' performance on gender equality

IAI's GEP Team created an updated database on the composition of the governance and decision-making structures and all available administrative data on personnel in compliance with the GDPR legislation (See the data in the paragraph below, "Data and Figures").

Moreover, the Institute promotes and maps gender balance and inclusion in panels, events and courses organized by the IAI itself within its projects. In this regard, IAI invited 470 speakers (281 male – 60% - and 189 female – 40%). Among them, 9 are from Africa (2%), 14 from Asia (3%), 1 from Australia (0%), 421 from Europe (89%), 13 from Middle East (3%), 9 from North America (2%), 0 from Russia (0%), and 3 from South America (1%).

### Area 3. Integration of the gender dimension into research and training

#### 3.1 Promote a gender perspective in research content

IAI monitored the composition of research teams where IAI is the lead partner and integrated the gender dimension into research and in proposals, encouraging and supporting researchers to develop methodologies that incorporate a gender analysis. In this regard, the research team, on the recommendation of Research Coordinator and through the Programme managers, has consistently suggested to include, wherever possible, a gender dimension within existing or upcoming research projects, and has facilitated contacts with associations, networks and experts engaged on the subject.

IAI's commitment to gender balance is addressed also through the publication of papers, articles and reports, thus strengthening and determining IAI's gender research priorities. In this regard, the following papers can be listed:

- [Kosovo Women's Political Activism for Greater Representation: Bridging the Gap between Gender and Peace Processes](#)
- [Patriarchal Populism: The Conservative Political Action Coalition \(CPAC\) and the Transnational Politics of Authoritarian Anti-Feminism](#)



- [Negotiated Conformism: Gender Norms, Everyday Politics and Pro-government Actors in Turkey](#)
- [PiS's Biopolitical Sovereignty vis-à-vis Brussels' 'Gender Ideology': The LGBTIQ Issue on the Eve of the 2023 Polish General Election](#)
- [The Exclusion of the Women, Peace and Security Agenda in the Cyprus Peace Negotiations: A Critical Perspective](#)
- [What Can Women's Groups Do to Rejuvenate Peace Processes? The Example of Turkey](#)
- [Amidst an Ambition-Reality Gap: The UN's Women, Peace and Security Agenda](#)
- [Women and Conflicts: What Role for Women Mediator Networks?](#)

### 3.2 Integrating a gender perspective in training programme

Given that IAI has a department dedicated to the educational activities, the Institute worked to include a gender perspective in its courses, through two different tracks: the organization of the second edition of a course, entitled "[Donne e leadership nelle relazioni internazionali](#)", entirely dedicated to the women empowerment and women leadership; and the organization of lessons delivered by female experts on gender issues in already planned courses, that can enrich the discussion on diversity and on the role of women in several contexts.

## Area 5. Communication

### 5.1 Communicating the GEP

The IAI Communication Office has been disseminating the 2022 Annual Report on the GEP (published on the IAI's website in March 2023) to all IAI staff by sending targeted emails and inviting to consult and view the document for the implementation of the GEP's planned actions and strategies in the period 2022-2024. Moreover, the IAI's Social Media Manager has provided the publication on some posts on social media channels (Facebook, Instagram and LinkedIn) to spread the IAI's effort on the implementation of a gender perspective in its activities.

## Data and figures

In order to provide for a better comprehension of the data illustrated below, it is important to specify that the new composition of the Board of Directors formed in 2023 has been subjected to co-optation of additional members, in order to provide a better female representation.

Management	Males	Females	Males	Females
	2022	2022	2023	2023
President	1	0	1	0
Vice presidents	3	0	3	0
Director	0	1	0	1
Vice director	0	1	0	1
Secretary General	0	1	0	1

Boards	Males	Females	Males	Females
	2022	2022	2023	2023
Board of Directors	23	11	20	13
Executive Committee	6	4	5	5
Board of Trustees	11	2	11	2
Auditors	2	1	2	1
Treasurer	1	0	1	0
Anticorruption	1	0	1	0
Supervisory Board	1	0	1	0

Regarding the IAI's individual Membership, IAI Management proposes two time per year to the IAI General Assembly possible candidates to become effective Members. The invited candidates are free to accept or to deny their availability to their individual Membership. Below, the data regarding invited candidates and formally acceptations, which demonstrate first results of the decision taken

by the Institute to follow and embrace GEP recommendations in an effort to engage more women in terms of absolute number:

- *Spring 2023 General Assembly*  
 Candidates: 75 (35 male; 40 female)  
 Formal acceptations: 29 (15 male; 14 female).
- *Fall 2023 General Assembly*  
 Candidates: 51 (30 male; 21 female)  
 Formal acceptations: 27 (21 male; 6 female).

IAI's individual Memberhip	Males 2022	Females 2022	Males 2023	Females 2023
Members	145	49	143	57

Research	Males 2022	Females 2022	Males 2023	Females 2023
Programme managers	5	3	4	4
Senior researchers	7	3	4	5
Researchers	7	5	10	3
Junior researchers	3	3	4	4

Staff	Males 2022	Females 2022	Males 2023	Females 2023
Assistant to Director and President	0	1	0	1
Head Administrative Office	0	1	0	1
Administrative Office	0	3	0	2
Head of Project Management Office	1	0	1	0
Project Office	0	2	0	2
Project Office Junior	1	0	0	0

Librarian	0	1	0	1
Programme Assistant	0	3	0	4
IT consultant	1	0	1	0
IT Administrator	1	0	1	0

Communication and Editorial	Males 2022	Females 2022	Males 2023	Females 2023
Head of communications	1	0	1	0
Communication Office	0	3	0	3
Communication editor	0	1	0	0
Editor	1	0	1	0
Junior editor	0	1	0	1

## Monitoring Sheets

Objective	Actions	2022	2023	2024	SDGs
<b>Area 1. Gender balance in decision-making structures and Memberships</b>					
1.1 Promoting female leadership in decision-making	Engage in networking, e.g., among women's networks, to scout for potential female candidates suitable for roles in decision-making structures.	X	X	X	SDG 5 Gender equality
1.2 Increasing the number of women in IAI's individual membership	Increase the absolute number of female individual members of IAI	X	X	X	
<b>Area 2. Institutional culture</b>					
2.1. Strengthening Institutes' performance on gender equality	Create an updated database on the composition of the governance and decision-making structures and all available administrative data on personnel in compliance with the GDPR legislation.	X	X	X	SDG 3 Health and Wellbeing  SDG 5 Gender equality  SDG8 Decent work and Economic Growth
	Promote and map gender balance in panels	X	X	X	
	Explore the possibility of networking with organisations and institutes that work for the promotion of gender equality and organise joint activities		X	X	
	Organise training on gender equality and gender mainstreaming for IAI personnel		X	X	
2.2 Supporting work-life balance.	Preparation of internal regulations on agile and smart working	X			
<b>Area 3. Integration of the gender dimension into research and training</b>					
3.1. Promoting a gender perspective in research content	Monitor composition of research teams where IAI is the lead partner	X	X	X	SDG 4 Quality education  SDG 5 Gender equality
	Integrate of the gender dimension into research and in proposals	X	X	X	
	Update IAI's Guidelines for integrating a gender perspective in research		X		

Objective	Actions	2022	2023	2024	SDGs
3.2 Integrating a gender perspective in training programmes	Analyse training programmes (intensive courses; summer schools) and identify entry points for gender mainstreaming		X	X	
<b>Area 4. Combating gender-based violence and sexual harassment in the world of work</b>					
4.1 Promoting tools for reporting discrimination, harassment and gender-based violence	Update the IAI Code of Conduct, for the prevention and contrast of sexual harassment, abuse and exploitation in light of ILO C190 and the most national and international legal instruments			X	SDG 5 Gender equality
<b>Area 5. Communication</b>					
5.1 Communicating the GEP	Create a section of the IAI's "About" page on the website dedicated to the GEP	X			SDG 5 Gender equality







