

ANNUAL REPORT

GENDER EQUALITY PLAN 2024

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 presents 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. Similarly to the previous annual reports, the GEP Annual Report 2024 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 2024, are in line with the trends already presented in Gender Equality Plan 2022-2024, as well as in the [Annual Report 2022](#) and [2023](#), and are related to the baseline year (i.e., 2023). The results of the Annual Report on 2024 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 2024.

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 2024 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 and research 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 2024 to increase the absolute number of women in **IAI's individual membership**.
3. 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. Furthermore, in 2024, IAI drafted a guide to be made available to the speakers of its training events, useful for making the training more inclusive and attentive to people with disabilities.

During the 2024, 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 (8 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.

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

1. 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.

2. In the Horizon Europe Project [SHAPEDEM](#), in which IAI is WP (Work Package) leader, the gender dimension is considered as a cross-cutting issue. In all project phases, the impact of gender equality and digital transformations in democracy support will be examined.
3. In the Horizon Europe Project [REGROUP](#), in which IAI is WP leader for the WP2 and WP8, gender considerations are included in three partly overlapping ways. First, gender is an object of theoretical and empirical study as a key dimension of the social and political consequences of the pandemic. Second, gender will be included in as an independent variable and/or control factor in explaining sociopolitical dynamics of the Covid-19 pandemic. Thirdly, gender will be included in the policy-prescriptive work of WPs 7-9. WP8 will include gender in examining human security, and ways for the EU to tackle this global challenge.
4. [De-Conspirator](#): the Horizon project "De-Conspirator" promotes gender equality in line with UN Sustainable Development Goal 5, the European Strategy for Gender Equality 2020-2025 and the LGBTIQ Equality Strategy 2020-2025, by integrating a gender perspective throughout the project life cycle. The project incorporates gender considerations into the research content, ensuring an intersectional framing of key questions and data analysis. Its engagement strategy involves women and the LGBTIQ+ community, avoiding tokenism and collaborating with networks and NGOs. Furthermore, DE-CONSPIRATOR maintains gender balance within its consortium, with women well represented from the beginning to the end of the project.
5. [ReConnect China](#): the Horizon project "ReConnect China" collects and analyzes knowledge on China's social, cultural, economic, and policy developments, assessing European perceptions and their impact. The project ensures gender-sensitive analysis by considering socio-demographic factors and develops a digital platform, database, and policy recommendations. Gender balance is prioritized in expert workshops, networking events, and dissemination activities. Additionally, the project enhances China awareness among youth through educational tools fostering skills and job opportunities without gender distinction.

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, 7 objectives and 10 strategic actions are relevant for the 2024 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 4. Combating gender-based violence and sexual harassment in the world of work

Objective 4.1 Promoting tools for reporting discrimination, harassment and gender-based violence

Below, the areas of actions for 2024 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 2024 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 updated its 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 324 speakers (208 male – 64,4% - and 115 female – 35,6%); as for the training courses, IAI has involved 50 speakers (34 male, 68%, and 16 females, 32%).

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:

- [Hamas's Narrative of 7 October and the Impossibility of Ignoring It](#)
- [Unemployment and Social Crisis in Tunisia](#)
- [Rhetorical Confrontation Is No Substitute for the EU's Iran Policy](#)
- [Training, Reskilling, Upskilling: How to Create Jobs through the Green Transition](#)
- [The Italian G7 Presidency: Spearheading Progress on Food Systems in Africa](#)
- [Intersecting Priorities: Advancing the Women, Peace and Security Agenda through Climate Security Initiatives](#)
- [How Women Mediators Overcome Resistance: Innovative Strategies from the Field](#)
- [The Kremlin's and Far-Right War on Gender at the Paris 2024 Olympics](#)
- [Environmental Crimes and Forced Migration: An Overlooked Nexus](#)
- [The Fall of Bashar al-Assad's Regime: A Strategic Blow to Russia](#)

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 third edition of a course, entitled "[Gender politics: prospettive, parità e inclusione per la ricerca e la progettazione](#)" 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. For the mandatory staff training, IAI has appointed three women and one man for the fire safety course and two women and two men for the first aid course.

Area 4. Combating gender-based violence and sexual harassment in the world of work

4.1 Promoting tools for reporting discrimination, harassment and gender-based violence

Already in 2023, IAI updated its Code of Conduct, which was then implemented in 2024, to prevent and counter sexual harassment, abuse and exploitation, in light of ILO C190 and the most relevant national and international legal instrument. Moreover, in 2024, IAI approved a the "[Linee guida in materia di rispetto e tutela dei diritti umani](#)", in order to stress and reiterate the principle of inclusion and gender discrimination prevention.

Data and figures (updates from end 2023 to end 2024)

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 2024 has been subjected to co-option of additional members, in order to provide a better female representation.

| Management | Males | Females | Males | Females |
|-------------------|-------|---------|-------|---------|
| | 2023 | 2023 | 2024 | 2024 |
| 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 |
|---------------------|-------|---------|-------|---------|
| | 2023 | 2023 | 2024 | 2024 |
| Board of Directors | 20 | 13 | 20 | 13 |
| Executive Committee | 5 | 5 | 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 2024 General Assembly*
Candidates: 42 (19 male; 23 female)
- *Fall 2024 General Assembly*
Candidates: 19 (12 male; 7 female)

The total number of individual members of IAI, who have formalized their membership, for 2024 is 182 men (72%) and 72 women (28%).

| IAI's individual Memberhip | Males 2023 | Females 2023 | Males 2024 | Females 2024 |
|----------------------------|------------|--------------|------------|--------------|
| Members | 143 | 57 | 182 | 72 |

| Research | Males 2023 | Females 2023 | Males 2024 | Females 2024 |
|--------------------|------------|--------------|------------|--------------|
| Programme managers | 4 | 4 | 4 | 4 |
| Senior researchers | 4 | 5 | 5 | 3 |
| Researchers | 10 | 3 | 9 | 5 |
| Junior researchers | 4 | 4 | 3 | 2 |

| Staff ¹ | Males 2023 | Females 2023 | Males 2024 | Females 2024 |
|-------------------------------------|------------|--------------|------------|--------------|
| Assistant to Director and President | 0 | 1 | 0 | 1 |
| Head Administrative Office | 0 | 1 | 0 | 1 |
| Administrative Office | 0 | 3 | 0 | 5 |
| Head of Project Management Office | 1 | 0 | 0 | 0 |

¹ Throughout 2024, the Institute underwent a modernization and restructuring of the Projects and Administration offices. The two sections were merged into a single Administration and Grants Office. The table therefore captures the overall situation in 2024, while still maintaining the distinction between the two offices.

| | | | | |
|------------------------|---|---|---|---|
| Project Officer | 0 | 2 | 0 | 0 |
| Project Officer Junior | 0 | 0 | 0 | 0 |
| Librarian | 0 | 1 | 0 | 1 |
| Programme Assistant | 0 | 4 | 0 | 3 |
| IT consultant | 1 | 0 | 1 | 0 |
| IT Administrator | 1 | 0 | 1 | 0 |

| Communication and Editorial | Males 2023 | Females 2023 | Males 2024 | Females 2024 |
|-----------------------------|------------|--------------|------------|--------------|
| Head of communications | 1 | 0 | 1 | 0 |
| Communication Office | 0 | 3 | 0 | 2 |
| Editor | 1 | 0 | 1 | 0 |
| Junior editor | 0 | 1 | 0 | 1 |

Monitoring Sheets

| Objective | Actions | 2022 | 2023 | 2024 | SDGs |
|---|--|------|------|------|---|
| Area 1. Gender balance in decision-making structures and Memberships | | | | | |
| 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 | |
| Area 2. Institutional culture | | | | | |
| 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 | | | |
| Area 3. Integration of the gender dimension into research and training | | | | | |
| 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 | |
| Area 4. Combating gender-based violence and sexual harassment in the world of work | | | | | |
| 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 |
| Area 5. Communication | | | | | |
| 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 |

