

# GENDER EQUALITY PLAN 2025-2027

Istituto Affari Internazionali



# Table of contents

1. Introduction.....	4
2. The Institute’s institutional setting for gender equality .....	5
3. Data and figures (end 2024).....	7
4. The GEP team.....	9
5. Key areas, objectives and actions.....	10
6. Gender Equality Plan .....	12

## 1. Introduction

The Gender Equality Plan (GEP) 2025-2027 of the Istituto Affari Internazionali is a policy document that looks ahead to the next three years of the Institute, outlines the Institute's gender equality strategy and set actions to promote gender equality and inclusion through institutional changes and gender mainstreaming. It is aiming to implement actions and projects that promote the reduction of gender asymmetries while also considering all forms of diversity. The GEP 2025-2027 was developed by the Institute in continuity [with the previous three-year period \[GEP 2022-2024\]](#) and its achievements [\[GEP Annual Report 2024\]](#), which reflected the Institute's proactive efforts rather than the uncritical acceptance of a requirement from the call from the European Commission, which, within the framework of the Horizon Europe programme, mandates the adoption of a GEP for all public bodies, higher education institutions and research organizations seeking research funding. This document publicly acknowledges gender equality as objectives and fundamental values shared by European institutions. It draws on the collaborative efforts established within national and international networks dedicated to these topics, proposing specific measures for their implementation.

The GEP intends to continue to pursue a set of objectives to promote gender-responsive culture in the Institute, as already done in the period between 2022-2024, enhancing the full participation of all people, in all their diversity in the life of the Institute, through a series of actions.

Gender equality is a fundamental value of the European Union. The 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.

The Institute has prepared the Gender Equity Plan (GEP) in compliance with the Horizon Europe Guidance on Gender Equality Plans prepared by the EC Directorate-General for Research and Innovation.

The project and programmatic actions described in this document aim to ensure continuity and coherence with policies already undertaken by IAI, building on the experience of recent years and the GEP developed in the previous three-year period. The time frame for the GEP spans three years (2025–2027), and it will be necessary, in the future, to align this document with forthcoming guidelines and requirements established by the European Commission. This alignment will need to take into account the contextual analysis in which IAI operates and the Non-Financial Report prepared annually by IAI.

The GEP was finalized in 2025 and it has been brought to the attention of the Institute's governing bodies. The GEP team (see the composition below) has elaborated the Gender Equality Plan of the Institute, already engaged in transformation processes for greater gender equity. The structure of the plan adheres to the areas outlined by the Commission and translates them into various objectives.

## 2. The Institute's institutional setting

Gender equality is enshrined in the vision of the Institute and is one of its founding principles. During 2024, IAI undertook significant work in revising its institutional bodies and approving its new Statute. The new IAI Statute remains faithful to the spirit, ideas, and vision that inspired its founding in 1965, but has been updated to address new needs and the most contemporary international challenges, ensuring the independence of the Institute and its essential efficiency and managerial flexibility. Moreover, the new Statute redefines and strengthens the IAI's organizational and governance structures. To guide the Institute through the transition to the new organizational rules with the necessary gradualness, the statutory amendments came into effect as of February 1, 2025.

The Statute continues to foster knowledge and analysis of international politics to contribute to European integration and multilateral cooperation, promoting democratic freedoms, economic progress and social justice. All these reforms underscore IAI's unwavering commitment to transparency, inclusivity, and gender equality within our leadership bodies.

The newly established statutory bodies are:

- the **Assembly**: comprising individual and collective members, the Assembly convenes at least twice a year to deliberate on key institutional matters;
- the **President**: elected by the Assembly, the President represents the Institute legally and chairs both the Assembly and the Board of Directors;
- the **Director**: appointed by the Board of Directors upon the President's proposal, the Director oversees the Institute's operational management and implements strategic directives;
- the **Board of Directors**: the Board is responsible for defining the Institute's strategic direction and ensuring the alignment of activities with its mission;
- the **Steering Committee**: it assists in the operational execution of the Board's decisions, ensuring effective management of the Institute's initiatives;
- the **Scientific Council**: comprising esteemed experts in international affairs, the Council provides guidance on research priorities and maintains the academic rigor of the Institute's work;
- the **Auditors**: it oversees the Institute's financial integrity.

This updated governance framework enhances our capacity to monitor and implement the Gender Equality Plan effectively. IAI is indeed dedicated to achieving balanced representation, ensuring that the organizational structure reflects the Institute's core values and commitment to fostering an equitable environment.

### The Institute's institutional setting for gender equality

Specifically, regarding gender issues, the IAI Code of conduct of the Institute remains in effect to protect civil and political, social, economic and cultural rights. It promotes equal opportunities for all in the assignment of offices, avoiding any form of discrimination based on sex, age, ethnicity, nationality, religion and personal beliefs. In May 2020, IAI has also adopted the Code of conduct for the prevention and fighting of harassment, abuse and sexual exploitation for the protection of the dignity of people who work and operate with and for the Institute.

To achieve gender equality and foster a culture of respect, the Institute continues promoting gender balance at all levels; enhance the personnel's awareness and knowledge of gender issues; and ensure that a gender perspective is analysed and integrated into its research and training content.

The Institute will promote actions necessary to achieve equality, tackling the obstacles identified in the preliminary analysis conducted to prepare the GEP.

In respect of diversity, cross-border and multilateral cooperation and exchanges, the Institute adopts an inclusive approach, encouraging full and effective participation in its activities based on merit and competence and without distinction of gender, age, citizenship and ethnicity. In the last three years, IAI committed to yearly draft and publish a non- financial report that analyses the Institute's representation of some non-financial parameters. The focus was on:

- gender equality
- multiculturalism and diversity of the teams
- promotion of young people and training

The Institute is already very attentive to gender balance and has already implemented some actions in this regard over time. The non-financial report is a further step to ensuring GEP's accountability by yearly collecting and monitoring the data. Furthermore, the Institute monitors data related to the gender balance in the training courses (for students and lecturers) and events.

With regard to the continuity and the coherence to the policies for gender equality already in place, the Institute has collaborated with a Gender Expert, whose task is to provide a specific support in processing gender measures and policies within the Institute's vision.

#### [Existing Initiatives on Gender Equality](#)

In the past years, IAI has been implementing projects and actions aimed at promoting gender equality and women's empowerment. IAI's GEP has been structured in compliance with the four mandatory processes related requirements, which are:

- 1) public document;
- 2) dedicated resources, in processing gender measures and policies within the Institute's vision, and in order to support training for IAI's staff, the implementation of the Educational Programme's activities toward a gender sensitive dimension;
- 3) data collection and monitoring;
- 4) training.

One of the most relevant gender-targeted project led by IAI is the initiative for a Mediterranean Women Mediators Network, started in October 2017 and refinanced every year, organized with WIIS (Women in International Security) Italy. The project aims at increasing the number of women involved in peacemaking 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 (ended in 2024), 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.

The GEP will be useful to provide an accurate scheme to monitor the initiatives on gender equality and gender mainstreaming implemented by the Institute, and to make available tools designed to foster cultural change, an open and inclusive research, learning and work environment.

Each year, IAI will release 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, each GEP Annual Report is 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.

### 3. Data and figures (end 2024)

The following data and charts illustrate and reflect the statutory composition of IAI at the end of 2024, prior to the approval of the new Statute. The state of play reached in 2024 is used as the baseline for the current plan, on which the actions for the upcoming 2025–2027 period will be developed.

	Males 2024	Females 2024
President	1	0
Vice presidents	3	0
Director	0	1
Vice director	0	1
Secretary General	0	1

Boards	Males 2024	Females 2024
Board of Directors	20	13
Executive Committee	5	5
Board of Trustees	11	2
Auditors	2	1
Treasurer	1	0
Anticorruption	1	0
Supervisory Board	1	0

Regarding the IAI’s individual Membership, under the new Statute IAI Board of Directors proposes to the IAI 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 2024	Females 2024
Members	182	72

The following tables also illustrate the composition of IAI staff, divided into its main components (research, communication, administrative staff).

Research	Males 2024	Females 2024
Programme managers	4	4
Senior researchers	5	3
Researchers	9	5
Junior researchers	3	2

Staff	Males 2024	Females 2024
Assistant to Director and President	0	1
Head Administrative Office	0	1
Administrative Office	0	5
Librarian	0	1
Programme Assistant	0	3
IT Consultant	1	0
IT Administrator	1	0

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

## 4. The GEP team

A dedicated working group - the GEP Team – has been entrusted with the role of implementing and monitoring the actions contained in the Plan. 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 areas of the Institute: leadership, management and human resources, research, and communication; GEP Team possess solid connections with the Institute’s governing bodies, scaling the GEP to the highest level of governance.

The GEP Team undertakes to submit to the governing bodies of the IAI an annual report on the progress of the GEP.

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
Michele Valensise	President	Management
Michele Nones	Vice President	Management
Vincenzo Camporini	Supervisory Board	Management
Riccardo Alcaro	Research coordinator	Research
Nicoletta Pirozzi	Institutional relations manager	Research
Alice Alfonsi	HR Generalist	Human Resources
Rossella Cazzato	Head of Administrative and Grants Office	Administration/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	Researcher	Research
Alessio Sangiorgio	Junior Researcher	Research
Loredana Teodorescu	Senior Researcher	Research
Marianna Lunardini	Researcher	Research
Roberta Del Mastro	Finance/Administrative Office	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

The results of the GEP monitoring will be discussed on an annual basis with the all the departments (administration; research; communication; etc.) of the Institute.

## 5. Key areas, objectives and actions

The GEP is a public document, signed by the Director and actively communicated by the Communication Office within the Institute. It has dedicated resources and expertise for its implementation. Each year the GEP team will implement the activities foreseen by the Plan and will collect and publish gender-disaggregated data of personnel, including management and Boards, Individual Memberships, researchers, and communication. The data collected will support the monitoring and the annual reporting on the GEP.

IAI's non-financial report will be an instrumental and internal tool to monitor and update the baselines of the GEP. Knowledge will be collected and disseminated and the Institute will ensure that training and awareness-raising activities on gender equality are regularly carried out.

The IAI's GEP focuses on some selected thematic areas:

- Promoting gender balance in IAI's decision-making structures and memberships. The preliminary analysis shows that the management has a good representation of women, yet the Institute recognizes that gender balance in some areas should be improved. Specifically, IAI intends to promote and increase women's participation and representation in IAI's Board of Directors and individual membership.
- Institutional culture for gender equality and inclusion, by strengthening the Institutes' performance on gender equality (e.g., through training) and supporting work-life balance.
- Integrating a gender dimension into research and teaching content. The Institute will encourage and support researchers to develop methodologies that incorporate a gender analysis. At equal level of seniority and competence, the Institute will favor gender-balanced panels over unbalanced ones, as part of its commitments to merit-based inclusion.
- Finally, IAI renews its commitment to combatting violence and harassment and will update institutional policies on sexual harassment and other forms of gender-based violence.

The GEP will be disseminated and communicated across the whole organization, also throughout a specific section of the IAI website dedicated to the gender issues and through IAI's social media. The Institute will ensure that the ownership of the document lies with every staff member at all levels.

The IAI's Gender Equality Plan acknowledges five areas of action and aims at achieving 8 objectives in the three-year period 2025-2027 through the implementation of 15 strategic actions.

### 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

Objective 2.2 Supporting work-life balance

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

Objective 3.1 Promote a gender perspective in research content

Objective 3.2 Integrate 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

Area 5. Communication

Objective 5.1 Communicating the GEP

## 6. Gender Equality Plan

Objective	Actions	2025	2026	2027	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
	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	X	SDG 5 Gender equality
	Organise training on gender equality and gender mainstreaming for IAI personnel	X	X	X	SDG8 Decent work and Economic Growth
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
	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	SDG 5 Gender equality

Objective	Actions	2025	2026	2027	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	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	Acknowledge the responsibility of institutions to proactively create safe and inclusive working and studying environments			X	SDG 5 Gender equality
	Working in partnerships with relevant actors and stakeholders across the entire research and innovation system as well as specialized non-profit organizations				
	Supporting mutual learning and exchange at all levels and across all types of institutions and stakeholders				
<b>Area 5. Communication</b>					
5.1 Communicating the GEP	Create extensive communication regarding the gender-based projects	X	X	X	SDG 5 Gender equality







