



UniSR

Università Vita-Salute
San Raffaele

Gender Equality Plan

2022-2024



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Introduction

The Gender Equality Plan (GEP) of Vita-Salute San Raffaele University (hereinafter, also “UniSR”) is a strategic document to promote equal opportunities and the inclusion of people working for the University.

The adoption of a GEP at University level is crucial for access to resources destined for European-wide and national scientific research. This is required of research bodies and higher education institutions as a requirement to access the “Horizon Europe” tenders from January 2022 and the following years.

Moreover, the National Recovery and Resilience Plan (NRRP)¹ sets out a national strategy to combat gender discrimination. Specifically, the NRRP requires gender mainstreaming in research and innovation activities, also in application of the Guidelines approved in 2021 by the Italian Ministry for Universities and Research.

In line with the provisions of the most recent national and European law, the plan intends to promote full participation, individual and collective well-being, and improved advocacy for all people that work for the University.

The GEP has been created through a group effort that involved the collaboration of a UniSR GEP Team, set up for this purpose, with pre-existing bodies of the University, including the Administration and Finance Department, Research Development, the Supervisory Committee, the General Affairs and Legal Department and members of the teaching body belonging to the three faculties of the University. The definition of the GEP also considered the convention in force with Ospedale San Raffaele, in order to favour possible synergies and opportunities for sharing and verifying the development between the two plans.

The gender assessment collected quantitative and qualitative data to reconstruct the current state of gender equality and inclusion at the University. That data steered the process of identifying the gender gap and the resulting establishment of objectives and actions to improve the gender balance, quality of services and contribution to scientific research through improved, more transparent recognition of the skills of all human resources employed at UniSR.

The plan is composed of 7 general objectives and 22 specific objectives, with related actions to be implemented through the provision of dedicated resources over two years - from May 2022 to April 2024.

Over the period of implementation, the results gradually achieved will be assessed internally every six months, by measuring several indicators in preparation of the ongoing and *ex post* assessments, also to benefit the building of a sustainable approach for the subsequent years.

¹ The document can be viewed at <https://www.governo.it/sites/governo.it/files/PNRR.pdf>



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The working group

It was possible to build this Gender Equality Plan – begun in October 2021 – due to the creation of a dedicated working group – the GEP Team – which comprises the various skills necessary, deriving from different areas of the University: the Administration and Finance Department, the Research Development, the Supervisory Committee and the General Affairs and Legal Department and members of the teaching body belonging to the three faculties of the University.

Methodology used

The UniSR GEP is based on the methodology and instruments fine tuned as part of numerous experiences that followed on from one another in recent years, in the organisations that conduct scientific research in Europe and Italy.

Specifically, inspiration was taken from the Gender Equality in Academia and Research (GEAR) toolkit of the European Institute for Gender Equality (EIGE)², the approach developed as part of the TARGET project³ and the Guide for preparing Gender Equality Plans at Italian Universities, created by the GEP Working Group of the Commission of the Conference of Italian University Rectors (CRUI) on Gender Issues⁴.

In all of these cases, the objectives of the plan were identified following a preliminary gender auditing phase, in which data broken down by gender were collected and analysed to identify areas in which the gender gap is more evident and intervention more urgent.

The methodologies used demonstrate the importance of not only identifying a Gender Agent or Gender and Diversity Agent, but also of creating a top-level group that oversees the GEP from its inception, contributing to the understanding of the organisation, the fine-tuning of the objectives and the subsequent implementation of the planned actions.

In line with this approach, UniSR has established a GEP team which, working with the pre-existing bodies and a group of expert consultants in gender equality and Gender Equality Plans (*Fondazione Giacomo Brodolini*), was the driving force in defining the GEP.

² The Gender Equality in Academia and Research (GEAR) tool, published in October 2016 by the European Institute for Gender Equality (EIGE), and available in the 23 languages of the European Union, aims to provide universities and research organisations with practical tools to achieve the various gender equality objectives through all stages of institutional change, from setting up a Gender Equality Plan to evaluating its real impact. Additional information is available at this link: <https://eige.europa.eu/publications/gender-equality-academia-and-research-gear-tool>

³ TARGET is a project financed by Horizon 2020 which contributes to the advancement of gender equality in seven gender equality innovating institutions in the Mediterranean basin – including research performing organisations, research funding organisations and a network of universities. Additional information on the project is available at this link: <http://www.gendertarget.eu/>

⁴ https://www.crui.it/documenti/54/New-category/854/VademecumGEP_CRUI.pdf



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The following pages briefly reconstruct the picture of Vita-Salute San Raffaele University from a gender perspective, updated to 1 February 2022, then provide a detailed presentation of the plan objectives and actions.

Vita-Salute San Raffaele University

Vita-Salute San Raffaele University is a private university with a campus in Milan. Since its inception, the University has been characterised by strong integration between biomedical research and socio-psychological and philosophical research, with the view that improving the human condition must include all three of these aspects. With 4,000 students enrolled, UniSR offers a three-year Bachelor's Degree course and a Master's Degree course, Graduate School, Professional Postgraduate Master's Degree Course and Ph.D. Programmes. UniSR shares its campus with IRCCS Ospedale San Raffaele (hereinafter, also "OSR" and/or "Hospital") forming an overall structure with more than 100 laboratories and 1,200 researchers (men and women).

The synergy between UniSR and OSR has contributed to its recognised excellence at international level: the campus is a member of the European University Hospital Alliance (EUHA), which includes the nine best university and research hospitals at European level. Within Italy, as shown in the Censis 2021 ranking⁵ of private universities, UniSR was ranked number one for Single-Cycle Master's Degree Courses, with degree courses in Medicine and Surgery and Dentistry and Dental Implantology, and stands out in the sector of literary-humanistic disciplines both for its 3-year degree courses and its master's degree courses.

With the confirmation of the "knowledge society"⁶, universities must continuously face new challenges, including environmental sustainability, the culture of innovation, inclusion and multiculturalism. To that end, UniSR's 2019-2022 Strategic Plan identified 3 transversal macro-objectives that regard the entire population of the University (students, teachers, technical-administrative staff, etc.) and involves all areas (recruitment policies, infrastructure, communication, etc.):

- Well-being of students;
- Internationalisation;
- Digital transformation.

The attention to gender issues at UniSR originated even before the publication by the European Commission Department of Research and Innovation of the Horizon Europe Guidance on Gender Equality Plans⁷, with reference to the planning for the seven-year period 2021-2027.

⁵ *Centro Studi Investimenti Sociali* (Social Investment Research Centre) is a socio-economic research institute which produces an annual ranking of Italian universities by analysing and assessing the available structures, services provided, level of internationalisation, ability of communication 2.0 and employability.

⁶ This follows the "information society", driven by the technological revolution. "Knowledge society" refers to the ethical, social and political transformations that have made knowledge the fundamental focus in processes of the economy and life.

⁷ European Commission (2021), Horizon Europe Guidance on Gender Equality Plans. Available at this link: <https://op.europa.eu/en/publication-detail/-/publication/ffc06c3-200a-11ec-bd8e-01aa75ed71a1/language-en/format-PDF/source-232129669>



Specifically, UNISR has established professional figures of reference, such as the Rector Delegate for Disabilities and Equal Opportunities and institutional bodies such as Equal Opportunities Supervisory Committee. The latter was set up in 2019 with the purpose of implementing “activities aimed at achieving equal opportunities within Vita-Salute San Raffaele University”⁸, developing activities to prevent, combat discrimination and promote gender equality, such as training seminars on gender stereotypes and implicit bias targeted to the entire UniSR population, held during 2021.

The above commitments are supported by the previously recognised principles of equality and non-discrimination, along with those of respect for human resources and condemnation of psychological and sexual abuse set out in the Code of Ethics⁹ of the University.

Moreover, in 2016 the Interfaculty Centre for Gender Studies (hereinafter, also the “Centre”) was inaugurated, in order to promote, develop and integrate a gender perspective in UniSR’s studies and research, recognising the need for and significance of the aspect of gender in philosophical, psychological and biomedical research. The Centre has identified the following areas of research:

- People and bodies;
- Health and treatment;
- Rights, policies and justice;
- Language, gender identity and social aspects;
- Career, power and authority;
- Women in science and philosophy.

These areas of research include crucial issues and topics such as hate speech, gender-specific medicine, as well as a revision of the history of science and philosophy, or different leadership styles, presented through the series of Gender Lunch Seminars, launched in 2016 at the time of inauguration of the Centre and repropounded in all the following years.

The Medicine and Surgery Degree Course in English, the International Medical Doctor Program (IMDP), recently changed its regulations, implementing this change by including in the Course Curriculum specific teaching on gender-specific medicine. In that sense, starting from the first year, up to the fifth year of the degree, a good 15 ECTS-Credits shall outline issues relating to gender-specific medicine, developing content in the following courses: Medicine as a Human Endeavour; Endocrine and Kidney diseases; Psychiatry and Clinical Psychology; Women’s Health and Children’s Health and Medical Approach to the Patient: Chronic Care.

In its course offerings, IMDP includes a homogeneous, career-oriented, selective and specialised educational programme, fully dedicated to the top of Global Health – Global Health Track – which examines and discusses problems relating to gender-specific medicine as well as healthcare policies and the relationship between the right to health and the actual availability of resources,

⁸ Equal Opportunities Supervisory Committee Regulations (Rectoral Decree no. 5995/2019)

⁹ UNISR Code of Ethics <https://www.unisr.it/attachments/Codice-Etico/9a4d2b52-5bb3-4545-b41d-d0ac94e80dd9/17ecf82a-28e4-4c97-be86-1c29546f2f67.pdf>



all from a wide-ranging sociological, economic and cultural approach, specifically focused on the areas of language and inclusion.

The Master's Degree in Philosophy of the Contemporary World offers the course *Gender Studies: Philosophy and Gender Studies: Philosophy and Methodology*, which focuses not only on the importance of theory, but also on the methodology used to adopt a gender perspective, dealing with the social, political, ethical, factual and linguistic aspects relating to gender. Since Academic Year 2020-2021, the course has been provided also to students of the Three-Year Bachelor's Degree in Psychology.

Moreover, the Degree Courses of the Faculty of Medicine and Surgery, Psychology and Philosophy offer the course "*Gender in Medicine: Pathophysiological and Socio-Cultural Traits*".

Gender equality at UniSR

From October 2021 to March 2022, data were collected and analysed, as preparation and diagnostics to build the UniSR Gender Equality Plan.

A summary of the type of data collected is shown in the table below, with the related timelines. All the data relating to the UniSR population listed in the table are to be understood as analysed broken down by gender.

Table 1: UniSR data analysed to build the GEP, by gender

DATA COLLECTED	Year	DATA COLLECTED	Year
Total UNISR staff	2022	Students in degree courses	2021-2022
UNISR staff (breakdown of areas)	2022	Students in PhD programmes	2021-2022
UNISR staff (Breakdown by Teacher Category)	2022	Students in Master's Degree Courses	2021-2022
UNISR staff (positions of responsibility)	2022	Students in Graduate Schools	2020-2021
UNISR staff (top-level positions)	2022	Student representatives	2021-2022



Part-time workers (Tech-Admin. Staff)	2022	Staff working remotely	2022
Staff availing of Law 104 on Disabilities	2022	Committee members (breakdown by committee)	2022
Staff availing of parental leave	2022		

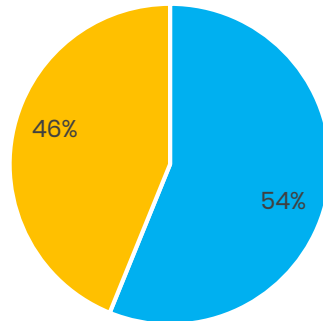
Below is a summary of this preliminary survey, which aims to provide a picture of the status of UniSR on gender equality and integration of the gender aspect in educational products and research.

UNISR staff 2022

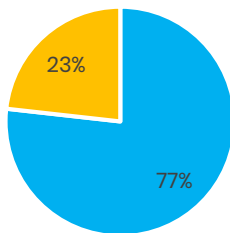
With regard to February 2022, women employees of UniSR made up almost 50%, with several different findings depending on the areas of UniSR analysed. For example, staff engaged in Research activities are primarily men, as well as Teaching Staff, while the Technical-Administrative Area recorded more women (69%).



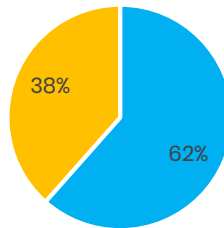
% Total UniSR Employees,
2022, by gender



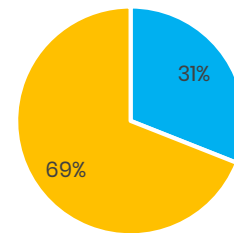
% UniSR Teaching
Employees, 2022, by gender



% UniSR Researcher Employees,
2022, by gender



% UniSR Technical-
Administrative Employees,
2022, by gender

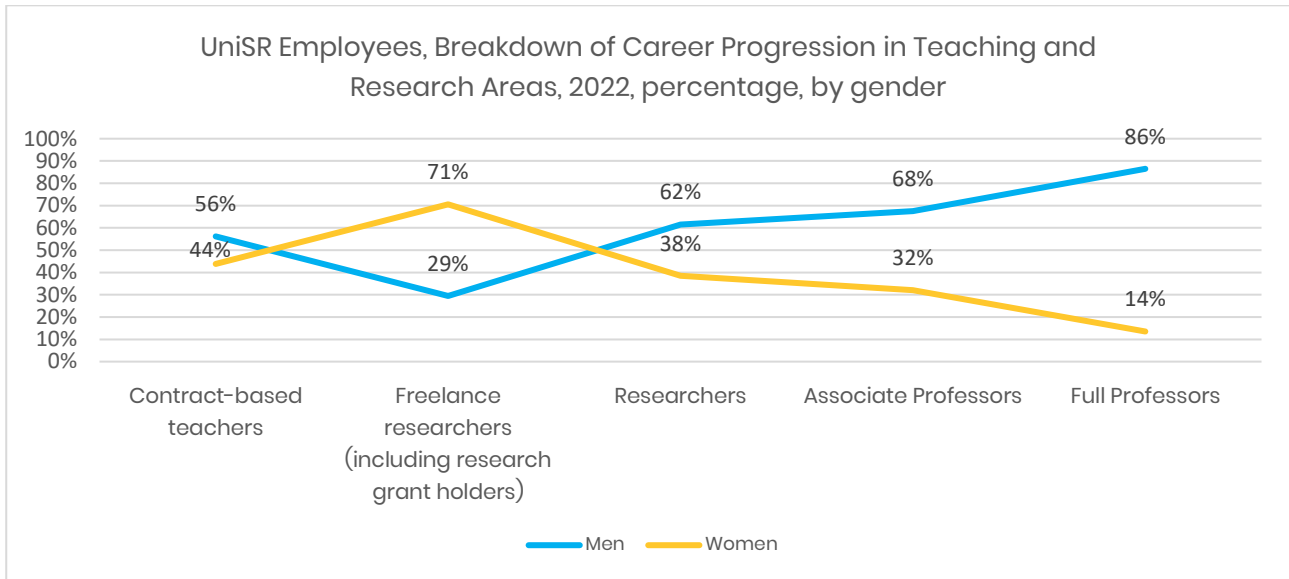


■ Men ■ Women

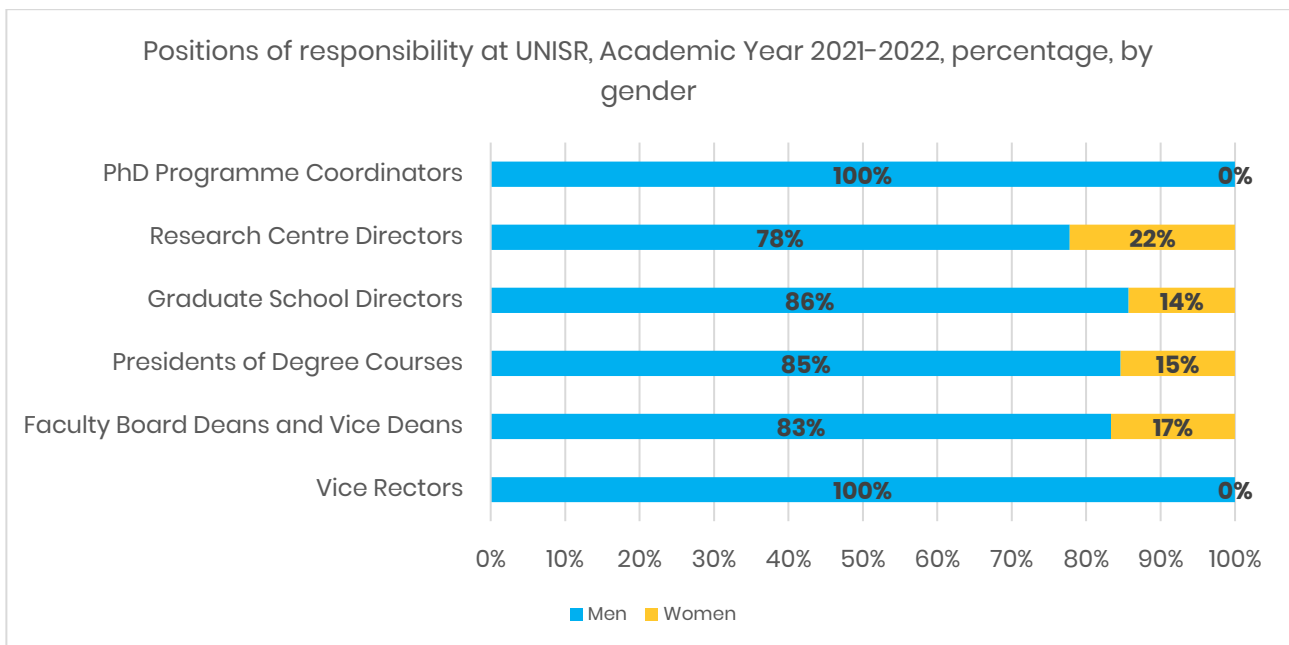
Top and representative positions

The assessment made using the above data showed the need to increase the details of the different Teacher categories to analyse in greater depth the proportion of men and women.

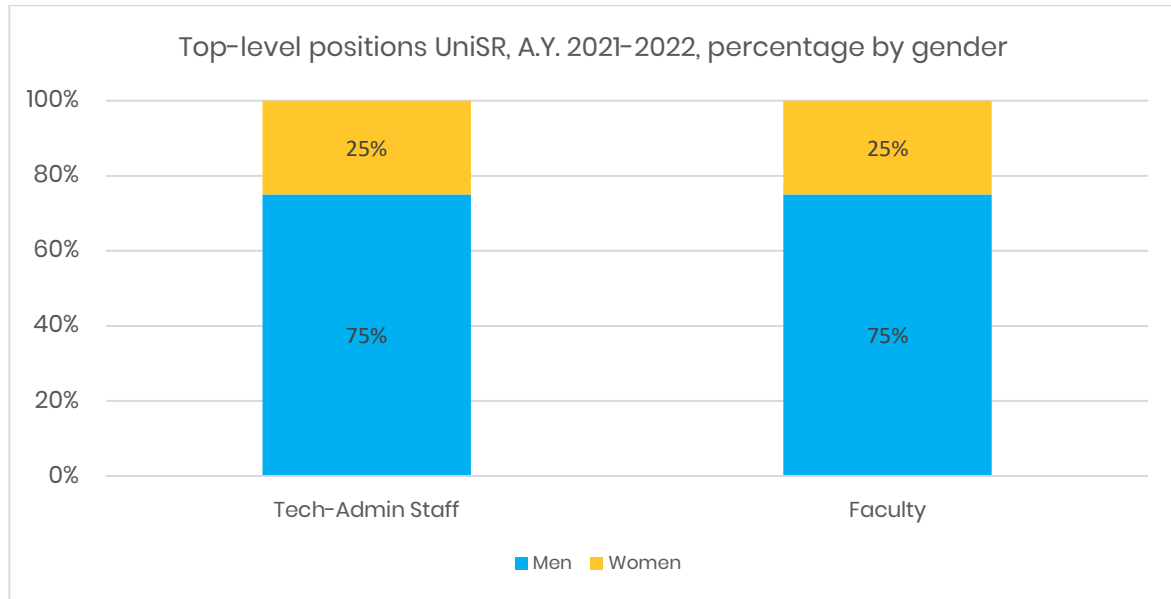
The chart below shows that the category of contract-based teachers maintains a good balance (44% women and 56% men). Freelance researchers are primarily women (71%), a percentage which is inverted for the position of Researcher employee (62% men and 38% women). Women Associate Professors are double their men colleagues (68% and 32%, respectively), while Full Professors are mainly men. In general, the data shows a greater balance in the initial career phases for Researchers and Professor, compared to the more advanced phases.



There are fewer women in positions of responsibility at the University (around 15%). Looking at the details, women cover several management positions on Faculty Councils, Course Committees, Committees of the Graduate School e Research Centres, but there are no women Vice Rectors.

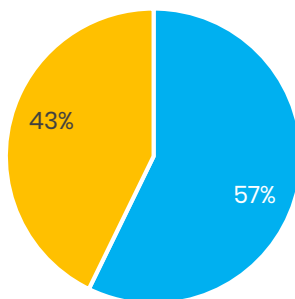


There is also a majority of men in the top positions of UniSR – Teaching, Research and Administration. The role of Managing Director is held by a woman.

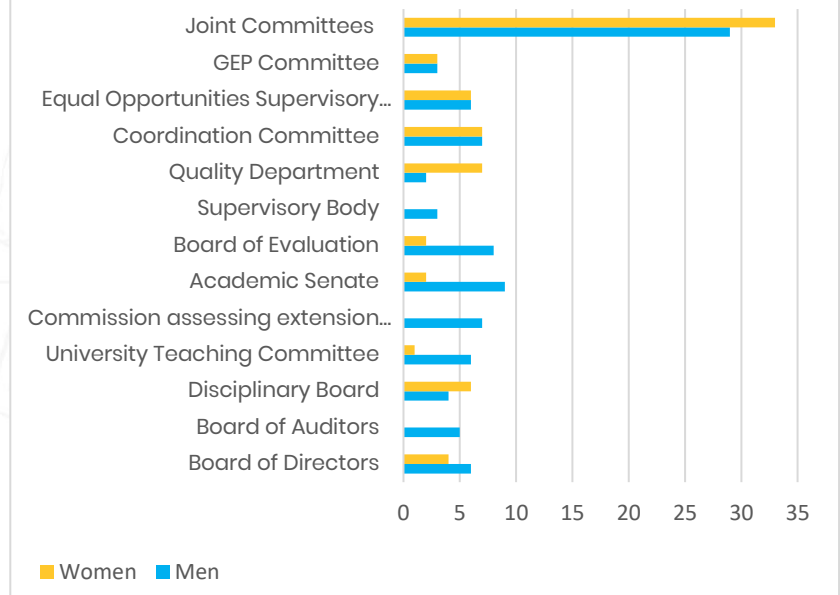


In the same manner, observing the composition of the Committees, women make up around 40%, compared to a majority of men.

Members of UniSR Committees, 2022, % staff by gender



Breakdown of Members of UniSR Committees, 2022, numbers, by gender





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Various studies show that there are many factors that facilitate or impede career progress in organisations, such as unsafe work environments, gender bias and stereotypes regarding wishes and skills, non-transparent selection procedures, and unequal distribution of unpaid care work.

For example, the GARCIA – Gendering the Academy and Research: combating Career Instability and Asymmetries project, which involved 7 universities and research centres in Europe¹⁰, identified the problems of career advancement in STEM (Science, Technology, Engineering and Mathematics) disciplines and set out several areas for action including: 1) opacity in decision-making; 2) gender implications in institutional practices; 3) lack of a gender perspective in research and curricula; 4) the influence of gender bias in assessing excellence; and 5) the lack of human resource policies focusing on gender, such as organising work in terms of achieving a work-life balance¹¹.

Also based on the results of the GARCIA project and the studies of the European Institute of Gender Equality (EIGE)¹² and the European Commission¹³, UniSR has calibrated the objectives and actions in this GEP.



¹⁰ Università di Trento (Italy); KU Leuven University (Belgium); Radboud University (the Netherlands); University of Iceland; University of Lausanne (Switzerland); ZRCASU Research Centre of the Slovenian Academy of Science and Arts (Slovenia) and Joanneum Research (Austria). For more details: <http://garciaproject.eu/>

¹¹ Annalisa Murgia and Barbara Poggio (2015), The GARCIA project – Gendering the Academy and Research: combating Career Instability and Asymmetries, in *Scienza, genere e società. Prospettive di genere in una società che si evolve* (Gender Perspectives in an Evolving Society) (edited by Sveva Avveduto, M. Luigia Paciello, Tatiana Arrigoni, Cristina Mangia and Lucia Martinelli), IRPPS Monografie – e-publishing, pages 247-252.

¹² EIGE (2019), Gender equality Index. Thematic Focus on Work-life balance. Available at this link: <https://eige.europa.eu/gender-equality-index/thematic-focus/work-life-balance>

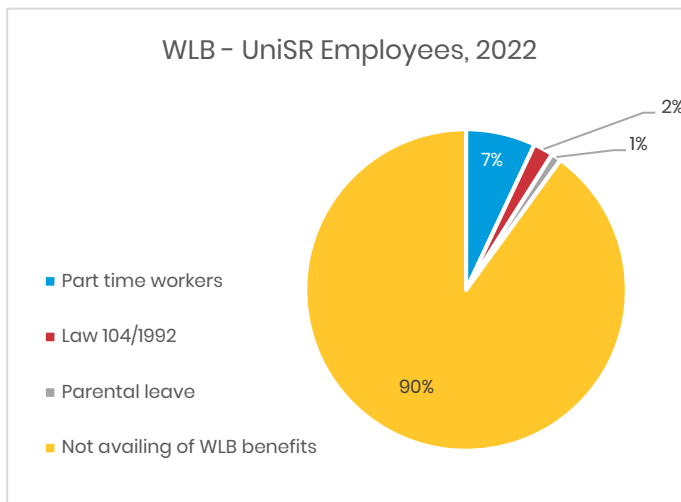
EIGE (2022), Gender equality and the socio-economic impact of the COVID-19 pandemic. Available at this link: <https://eige.europa.eu/about-eige/director-speeches/gender-equality-and-socio-economic-impact-covid-19-pandemic>

¹³ European Commission (2020). The impact of sex and gender in the current Covid-19 pandemic. Available at this link: https://ec.europa.eu/info/news/impact-sex-and-gender-current-covid-19-pandemic-2020-may-28_en

European Commission (2021). She figures 2021. Available at this link: <https://op.europa.eu/en/web/eu-law-and-publications/publication-detail/-/publication/67d5a207-4da1-11ec-91ac-01aa75ed71a1>

Work-life balance

The policies that favour a better balance between professional and private life are extremely important in order to favour a greater balance of women within several areas of UniSR, also considering the imbalance in domestic commitments, which still sees women as dealing with the majority of domestic work. In that regard, the analysis broken down by gender demonstrates that



among all employees, only women hold part-time positions and avail of parental leave. Moreover, over 75% of employees that avail of the provisions of Law 104 on Disabilities are women. Nonetheless, it is noted that these regards small numbers of employees. As shown in the pie chart, only 10% of total employees of Vita-Salute San Raffaele University use some type of benefits to ensure a work-life balance. Specifically, 7% are employed part-time, 2% used the benefits provided by Law 104 in 2022, and 1% used parental leave.

The data broken down by gender analysed above constitute the first step in building this Gender Equality Plan (GEP), through which UniSR commits to handling the gender inequalities and imbalances, by developing and implementing a series of actions that favour a transformation of processes, cultures and organisational structures with a view to gender intersectionality, i.e. able to consider possible discrimination also deriving from other factors such as, merely by way of example: ethnicity, disability, gender identity and sexual orientation.

Lastly, the qualitative analysis showed the need to: i) organise training and awareness processes on the issue of equal opportunities and inclusive leadership; ii) formulate guides for inclusive, non-hostile communication; iii) intervene in recruitment policies; and iv) improve the work-life balance and set out measures to combat gender-based violence.

The gender equality plan of Vita-Salute San Raffaele University

The Gender Auditing process of Vita-Salute San Raffaele University took around eight months, and comprised 9 monthly meetings, both online and with physical attendance at the Milan campus of UniSR, and involved the GEP Team and the consultants of Fondazione Giacomo Brodolini.

Based on the data collection illustrated in the previous section of the GEP and the analysis thereof, the objectives of the Gender Equality Plan of Vita-Salute San Raffaele University were identified.



The Administration and Finance Department, along with other players responsible for the various areas, participated in the auditing work, providing the data requested and participating in all the steps of building this plan. Subsequently, the objectives and actions were presented, discussed and approved by the Board of Directors of UniSR.

As previously mentioned, in addition to sharing its campus with Ospedale San Raffaele, UniSR also shares opportunities for synergy and discussion. For this reason, in drawing up the GEP, the two organisations identified areas for collaboration and actions to be implemented jointly, to favour greater impact capacity of their reciprocal initiatives.

The seven general objectives set out in the plan are:

General Objectives	
1	Increase awareness on the issue of equal opportunities in terms of gender
2	Rebalance the number of men and women in UniSR staff
3	Improve the collection of data broken down by gender, including research projects and publications
4	Incorporate the gender perspective in research and teaching
5	Improve work-life balance and organisational culture
6	Implement measures to combat gender-based violence
7	Implement and monitor the GEP

The general objectives will be described in the following sections, illustrating the breakdown of the specific objectives, actions, responsibilities for implementing the plan and timelines for implementing the (general and specific) objectives through the accompanying actions and the monitoring indicators.

General objective 1: Increase awareness on the issue of equal opportunities in terms of gender

The actions set out under this general objective aim to increase awareness on the issue of equal opportunities in terms of gender. For this purpose, general objective 1 has been broken down into 6 specific objectives.

Specific objective 1.1 provides for the establishment of a liaison, the Gender Agent, who shall hold office for the entire duration of implementation of the GEP (2 years), with the purpose of monitoring



the activation and implementation of all plan objectives and the related actions, within the set timelines.

The decision to establish a reference position assigned to monitor the GEP was a choice in line with the indications of the EIGE GEAR toolkit and the Target project, which the UniSR GEP is based on.

The Gender Agent will be a person in the administrative organisation of UniSR and will be the reference point for all players in the implementation of the plan, the hub for convergence of the data collection activities as well as the point of dissemination of information on monitoring the GEP, which will be translated into the various areas of the University according to the responsibilities (communication, information, training, etc.) and the needs of plan development. The Gender Agent is assigned to report on the current state of the UniSR GEP every six months.

To contribute to increasing awareness of gender equality, **objective 1.2** provides for the creation of a training process that highlights the characteristics of gender stereotypes and assists in combating them. The process, designed for the specific characteristics of UniSR, will be implemented by an expert organisation in gender equality. The training programme will take the form of mini-sessions of training through distance learning.

The training to combat gender stereotypes will be developed in an accessible manner, in line with the needs founds and designed for a widespread audience, with the strength of distributing shared cultural concepts, which could possibly be expanded in movements by the UniSR population, even spontaneously. Gradually, all staff will be involved in the training sessions.

Specific objective 1.3 once again provides for training, which regards the provision of initial, experimental training, through physical attendance on site, on the issue of Inclusive Leadership, for staff employed in top positions.

This action aims to contribute to the development of new leadership models which overcome stereotypes, deconstruct unconscious bias and favour not only the rebalancing of the number of women in top level roles, but also more inclusive management of teams for everyone.

Specific objective 1.4 proposes the formulation and distribution of guidelines for inclusive communication. With the support of an external consultant, the research work of the Faculty of Philosophy and the support of the Equal Opportunities Supervisory Committee, UniSR will fine-tune guidelines on inclusive communication to be used in developing external communications products, and in internal communications of the organisation.

Specific objective 1.5 proposes an internal communications project to inform staff of the existence of the GEP and its content.

The first short-term action is the publication of the GEP on the University's institutional site and its dissemination through the internal mailing list to all employees of UniSR in the various areas that



comprise the organisation, and the various levels of career and responsibility. The communications action will aim to promote the content of the GEP and the work underlying its implementation, in order to transmit the cultural investment in the Gender Equality Plan.

Lastly, **specific objective 1.6** provides for the creation of an intranet archiving area, for filing and consulting gender-specific content produced and selected by other initiatives in Italy and in Europe. The area will be made available to UniSR staff through various methods of use: voluntarily for those interested in expanding their knowledge of the issue and obligatory as regards the training via distance learning, as soon as possible in the timeline for implementation of this plan, and to all UniSR staff and students.

General Objective 1	
Increase awareness on the issue of equal opportunities in terms of gender	
Total investment	€ 142,650.00

Specific objective 1.1	Create the position of Gender Agent
Action 1.1.1	<p><i>Select and assign a resource as Gender Agent, at least for the duration of implementation of the GEP</i></p> <p>UniSR shall appoint a qualified internal resource responsible for implementing and monitoring the GEP. This resource will play a strategic role in achieving the objectives and represent an internal and external point of reference for gender equality.</p>
Responsibilities	Administration and Finance Department
Timeline	Within the first two months from the start of the GEP
Indicators	<ul style="list-style-type: none"> • Assignment of the role of Gender Agent with a term of two years, with 50% of work time dedicated to monitoring (constant for the entire duration of the GEP); • Implementation of the activities set out in the GEP; • reporting (every six months for a total of 4 Reports, including 1 final report and 3 interim reports) on the implementation of the UniSR GEP.

Specific objective 1.2	Organise a training and awareness-raising programme
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Action 1.2.1	<p><i>Creation and provision of mini-sessions of training on gender and stereotypes to include in the mandatory training for internal staff, new recruits, students on matriculation and those already matriculated (distance learning).</i></p> <p>UniSR will set up a mini-session training on gender equity, stereotypes and unconscious gender bias and gender-based violence, to be provided through distance learning to all internal staff and to students. The training aims to provide awareness of diversity and inclusion, improve the ability to communicate this knowledge and prevent discriminatory conduct.</p>
Responsibilities	Student Center, Administration and Finance Department
Timeline	Starting from the first 9 months from the start of the GEP and for the entire duration of the GEP
Indicators	<ul style="list-style-type: none"> • Creation of mini-sessions of training through distance learning; • Use of the mini-session of training by the entire UniSR population: interim targets: 25% of the population in the first 6 months; 50% over 12 months; 75% over 18 months and 90% over 24 months.

Specific objective 1.3	Provide training sessions on inclusive leadership and gender equality
Action 1.3.1	<p><i>Participation of a selected group of employees in the specifically-created process (inclusive leadership for top level positions, etc.)</i></p> <p>UniSR will design a training programme in the form of workshops with physical attendance on site, for team leaders and people in leadership roles, indicated by Administration and Finance Department, to provide methods and tools for day-to-day management of their work and their teams that improves relations with coworkers and users.</p>
Responsibilities	Personnel Administration Office
Timeline	Within 21 months from the start of the GEP
Indicators	<ul style="list-style-type: none"> • Identification of the group for training; • Provision of the training with physical attendance on site.

Specific objective 1.4	Formulate guidelines for inclusive communication
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Action 1.4.1	<i>Preparation of guidelines</i> UniSR will formulate, approve and disseminate specific guidelines on inclusive language, both regarding internal communications and external communications.
Responsibilities	Marketing and Communication Service, Research Policy Office in cooperation with the Equal Opportunities Supervisory Committee and the Philosophy Faculty
Timeline	Within the first 12 months from the start of the GEP
Indicator	<ul style="list-style-type: none"> • Sending the guidelines to all UniSR staff by email and publication on the intranet.

Specific objective 1.5	Announce the GEP and its content
Action 1.5.1	<i>Publication of the GEP and announcement of its existence</i> The Gender Equality Plan approved by the Board of Directors will be formally published on UniSR's website and shared with the entire population of the campus.
Responsibilities	Marketing and Communication Service
Timeline	Within the first two months from the approval of the GEP
Indicators	<ul style="list-style-type: none"> • Publication of the GEP on UniSR's website and sending an information email to all UniSR staff on the publication of the Plan, its content, the staff involved and responsible for implementing the GEP; • Number of people that view the document – at least 40% of the population.

Specific objective 1.6	Create an area on the intranet for archiving and viewing gender-related content
Action 1.6.1	<i>Creation of a dedicated area, announcement of its existence, gradual updating with selected documents</i> UniSR commits to creating an area on the intranet for archiving gender-related content, to favour the consultation, knowledge and dissemination of such content. To that end, it commits to providing suitable visibility to the content.
Responsibilities	Marketing and Communication Service; Information Technology



Timeline	Within the first year from the start of the GEP
Indicators	<ul style="list-style-type: none">• Creation of an area on the intranet accessible to all UniSR staff;• sending informational communications announcing the area and its functions;• number of accesses to the intranet (at least 30% of the UniSR population).

General objective 2: Rebalance the number of men and women in UniSR staff

The general objective is to rebalance the number of men and women in the various positions at UniSR. According to the European, the gender gap is a symptom of a lack of promotion of talents¹⁴. Inspired by the principles of the European Union, UniSR has set out two specific objectives accompanied by activities to contrast discriminatory trends in terms of gender.

Specific objective 2.1 involves drawing up guidelines for recruitment and selection processes that can ensure transparent, verifiable hiring procedures. This action will specifically entail the creation of an internal policy for selection and hiring of technical-administrative staff, with the objective of highlighting and combating the most common situations of unconscious gender discrimination. To that end, UniSR shall avail of external consulting on gender equality and the implementation of measures to support gender equality in research organisations.

The guidelines will be published and disseminated internally by the Marketing and Communication Service.

Specific objective 2.2 will entail the development of awareness-raising for staff in charge of selection and hiring of technical-administrative staff on gender stereotypes, but also on prejudice linked to ethnicity, religion, sexual orientation and disability. Based on this action, the awareness-raising materials will be distributed also to members of the assessment hiring committee for recruitment of teaching and researcher staff. The training programme will be provided with physical attendance on site, with the assistance of a specialised external consultant.

Monitoring the data will detect the gender gap reduction for both objectives, and its analysis will form the starting point for designing the next GEP.

¹⁴ European Commission (2020), COM (2020) 152 final - COMMUNICATION FROM THE COMMISSION TO THE EUROPEAN PARLIAMENT, THE COUNCIL, THE EUROPEAN ECONOMIC AND SOCIAL COMMITTEE AND THE COMMITTEE OF THE REGIONS, A Union of Equality: Gender Equality Strategy 2020-2025. Available at the following link: <https://eur-lex.europa.eu/legal-content/IT/TXT/PDF/?uri=CELEX:52020DC0152&from=EN>



General Objective 2:

Rebalance the number of men and women in UniSR staff

Total investment	€ 18,500.00
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Specific objective 2.1	Draw up guidelines for recruiting processes
Action 2.1.1	<i>Publication of guidelines</i> Preparation and adoption of guidelines on recruitment methods and criteria to ensure the process is transparent and inclusive and to reduce the risk of bias. The guidelines will be made public and promoted.
Responsibilities	Personnel Administration Office and Marketing and Communication Service
Timeline	Within the first 12 months from the start of the GEP
Indicators	<ul style="list-style-type: none"> • Publication of guidelines; • Implementation of the promotion and internal and external communications on the existence of the guidelines; • Monitoring of the gap of the under-represented gender following the adoption of the guidelines; • Recording of the figure on the reduction of the gender gap within 24 months from implementation of the GEP.

Specific objective 2.2	Creation of a customised training programme for staff involved in recruitment
Action 2.2.1	<i>Implementation and provision of training on unconscious bias and recruitment</i> UniSR will design customised training on gender bias and stereotypes related to ethnicity, religion, sexual orientation and disability and will provide it to staff involved in recruitment.
Responsibilities	Personnel Administration Office
Timeline	Within the first 18 months from the start of the GEP
Indicators	<ul style="list-style-type: none"> • Development of the specific training project; • Provision of two training sessions with physical attendance on site; • Monitoring of the gender gap following the adoption of the guidelines; • Recording of the figure on the reduction of the gender gap within 24 months from implementation of the GEP.



General objective 3. Improve the collection of data broken down by gender, including research projects and publications

General objective 3 has a purpose of ensuring the collection of data broken down by gender throughout the entire institution, to supplement and complete pre-existing datasets. Significant effort will be made to collect data on research projects and publications that contain a focus on the gender perspective, also in line with the provisions of the Italian Ministerial Plan for application and dissemination of Gender-Specific Medicine (implementing article 3, paragraph 1 of Italian Law 3/2018) and the Horizon Europe Guidelines, which identify the integration of the gender perspective into research as the necessary approach to increase the quality¹⁵ of that research.

Specific objective 3.1 aims to implement a data collection method for research projects, conceived for UniSR's needs but also capable of collecting data comparable with other institutions at national and European level. The specific purpose of the action correlated to this objective is to create a database that makes it extremely clear how many, which and how research projects have internally integrated the gender perspective.

The database will be a tool not only for monitoring, but also for training and searching for the implementation of additional projects comprising the gender perspective, which may benefit from previous internal experiences, in a virtuous cycle of exchange.

The same intention is behind the action of **specific objective 3.2**, which will build a data collection methodology for publications, which also includes the option to detect and record whether and to what extent the publications have integrated a gender perspective. The form should also make it possible to report whether the issue covered by the publication has any significance on the issue, in order to integrate a gender perspective in future developments.

A third and last action under this general objective 3 will implement a data collection methodology for training programmes provided by Vita-Salute San Raffaele University, with the option to note those that adopt a gender perspective, in order to assist students in choosing their training programme (specific objective 3.3).

¹⁵ Press release, 15 March 2021, Horizon Europe's first strategic plan 2021-2024: Commission sets research and innovation priorities for a sustainable future. Available at this link: https://ec.europa.eu/commission/presscorner/detail/en/IP_21_1122



General Objective 3:

Improve the collection of data broken down by gender, including research projects and publications

Total investment	€ 148,800.00
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Specific objective 3.1	Collect data on research projects that contain a gender perspective
Action 3.1.1	<i>Construction of a database on gender and research</i> UniSR will construct a database on research projects that include a gender perspective, for the purpose of ensuring that the archive is always up-to-date.
Responsibilities	Research Development Office
Timeline	Implementation within the first 12 months from the start of the GEP and updated over the entire duration of the GEP
Indicators	<ul style="list-style-type: none"> • Activation of the mechanisms (data collection methodology) within the first 6 months from the start of the GEP; • Mapping and first update within the first 12 months; • Updating and monitoring every 21 months; • Increase of 20% in publications with a gender focus within 24 months from implementation of the GEP.

Specific objective 3.2	Collect data on publications that contain a gender perspective
Action 3.2.1	<i>Construction of a database of UniSR publications with a gender perspective</i> Similarly, UniSR will construct a database on publications that include a gender perspective, for the purpose of ensuring that the archive is always up-to-date.
Responsibilities	Research Development Office
Timeline	Within the first 12 months from the start of the GEP and updated over the entire duration of the GEP
Indicators	<ul style="list-style-type: none"> • Implementation of the data collection methodology within the first 6 months from the start of the GEP; • Mapping and first update within the first 12 months; • Updating and monitoring every 21 months;



	<ul style="list-style-type: none"> • Increase of 20% in publications with a gender focus within 24 months from implementation of the GEP.
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Specific objective 3.3	Collect data on the gender perspective in training programmes
Action 3.3.1	<p><i>Construction of a database of UniSR training programmes that include a gender perspective</i></p> <p>UniSR will construct a database of training programmes that include a gender perspective in order to communicate their existence and increase the participation of men and women students.</p>
Responsibilities	Academic Centre
Timeline	Within the first 12 months from the start of the GEP and updated over the entire duration of the GEP
Indicators	<ul style="list-style-type: none"> • Implementation of the data collection methodology within the first 6 months from the start of the GEP; • Mapping and first update within the first 12 months; • Updating and monitoring every 21 months; • Increase of 20% in participation within 24 months from implementation of the GEP.

General objective 4: Incorporate the gender perspective in research and teaching

General objective 4 aims to increase the number of research and teaching products that incorporate a gender perspective.

For this purpose, general objective 4 is broken down into two specific objectives. **Specific objective 4.1** aims to increase the number of courses, seminars, workshops and conferences that adopt a gender perspective. Vita-Salute San Raffaele University is not new to the processes of integrating the gender perspective into research and educational products. General objective 4 specifically aims to increase the visibility and ensure accessibility of the existing offering to as many people as possible while enriching it with new ideas. Leveraging this internal expertise, specific objective 4.1 will involve internal staff who already deal with this approach in periodic seminars to support capacity building.

The seminars will be targeted to teachers, doctoral students and students, to offer them tools to include the gender aspect in teaching, studying and in research, and assist them in acquiring awareness, in line with the Ministerial and European indications on the integration of the gender perspective as a quality step in all research products and in all teaching products. The work on the objective will avail of an external support to the promotion and issue of communications,



highlighting the advantages of integrating the gender perspective in research, teaching and publications.

Specific objective 4.2 will add to the actions described above with the promotion of gender-based medicine courses already provided at UniSR.

General Objective 4:

Incorporate the gender perspective in research and teaching

Total investment	€ 39,750.00
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Specific objective 4.1	Increase the number of courses, seminars, workshops, conferences, publications and dissertations that include a gender perspective.
Action 4.1.1	<i>Organise seminars supporting the integration of the gender perspective into courses</i> UniSR commits to organising support and capacity-building seminars for teachers and undergraduate and graduate students who intend to integrate the gender aspect in their studies, teaching and research.
Responsibilities	Marketing and Communication Service and Faculty in cooperation with the administrative offices.
Timeline	Within the first 12 months from the start of the GEP
Indicator	<ul style="list-style-type: none"> • Identification of the internal professionals to involve • Organisation of the seminar; • Increase the number of courses that include a gender perspective by at least +25% within 24 months from implementation of the GEP.

Specific objective 4.2	Gender-Specific Medicine and Gender Studies Courses
Action 4.2.1	<i>Promote existing courses</i> UniSR will enhance and promote the Gender-Specific Medicine and Gender Studies courses existing in its teaching offering.
Responsibilities	Faculty of Medicine and Surgery, Faculty of Philosophy and Faculty of Psychology
Timeline	Promotion of existing courses within the first 6 months from the start of the GEP;



	Creation of a new curriculum and monitoring of participation within 24 months from implementation of the GEP.
Indicators	<ul style="list-style-type: none">• Dissemination of materials publicising and promoting the courses;• Increase of participation in those courses by +25% within 24 months from implementation of the GEP.

General objective 5: Improve work-life balance and organisational culture

General objective no. 5 aims to take actions to improve work-life balance through 3 specific objectives and just as many actions.

Specific objective 5.1 aims to increase awareness of the benefits already provided in UniSR's organisational structure to assist staff in choosing their best work-life balance, subjectively combining the available options.

Specifically, this action provides for the creation and dissemination of a guide that summarises and provides examples of the benefits envisaged for employees UniSR with a view to also incentivising the measures which are usually not adequately used, due to cultural reasons, such as parental leave for fathers.

The domestic workload takes up a disproportionate amount of women's time¹⁶. The intention is for the University to incentivise a fairer distribution of this work, sponsoring access to measures for fair work-life balance for men and women. By monitoring the improvement of the gender gap, it will be possible to view the reaction capacity of UniSR staff to the incentives, thereby assisting in calibrating the subsequent design of the GEP.

Specific objective 5.2 provides for the preparation of training courses targeted to technical-administrative staff on sustainable time management and how to optimise time to achieve objectives. To this end, an expert external consultant will be used, who will set up training sessions suitable to the needs and characteristics of the organisation.

Specific objective 5.3 aims to improve individual well-being, optimising the work processes of Vita-Salute San Raffaele University. To achieve this purpose, guidelines will be defined that provide indications on organising work, with a specific focus on working hours, planning meetings, tasks and the achievement of objectives.

¹⁶ EIGE (2019) Gender equality Index, Focus on work-life balance. Available at this link: <https://eige.europa.eu/gender-equality-index/thematic-focus/work-life-balance>



General Objective 5:

Improve work-life balance and organisational culture

Total investment	€ 61,000.00
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Specific objective 5.1	Increase the awareness of the existing benefits
Action 5.1.1	<i>Creation and dissemination of a Guide to the benefits provided (such as parental leave)</i> UniSR commits to creating a Guide to existing benefits for work-life balance and disseminate it to all staff. The Guide will indicate the requirements, procedures and all relevant information.
Responsibilities	Administration and Finance Department in synergy with the Equal Opportunities Supervisory Committee.
Timeline	Within the first 12 months from the start of the GEP
Indicators	<ul style="list-style-type: none"> • Implementation of the Guide; • Dissemination of the Guide to all UniSR staff; • Monitoring and recording of the figure on the reduction of the gender gap in the application for and use of parental leave or paternity leave by fathers within 24 months from implementation of the GEP.

Specific objective 5.2	Implement financed training courses on time-management and achievement of objectives
Action 5.2.1	<i>Provide training courses on organising work</i> Training courses will be planned and implemented on time-management, achievement of objectives and organising work for technical-administrative staff.
Responsibilities	Administration and Finance Department in synergy with the Equal Opportunities Supervisory Committee.
Timeline	Starting from the first 9 months from the start of the GEP and for the entire duration of the GEP
Indicators	<ul style="list-style-type: none"> • Identification of the groups to receive the training; • Provision of the training with physical attendance on site; • Target to reach at least 70% of the population concerned (part of the technical-administrative staff).



Specific objective 5.3	Improve individual well-being by acting on the organisation of work
	<i>Define guidelines that provide indications on organising work: working hours, planning meetings, tasks and the achievement of objectives</i> UniSR will define the guidelines containing specific indications on workloads: planning meetings, working hours and shifts and defining and achieving objectives and responsibilities.
Responsibilities	Administration and Finance Department
Timeline	Within the first 24 months from the start of the GEP
Indicators	<ul style="list-style-type: none">• Definition of guidelines;• Dissemination and promotion among UNISR staff.

General objective 6: Implement measures to combat gender-based violence

General objective no. 6 aims to contribute to increasing the well-being of staff and the organisation, activating measures to combat gender-based violence.

Also as regards creating and implementing measures to combat gender-based violence, it was decided to produce a policy outlining measures and actions that take account of the specific characteristics of the University. **Specific objective 6.1** thus provides for a policy to be defined which will outline procedures for intervention in the event of sexual or gender-based harassment and/or violence. The development of these activities required the skills of a specifically identified external entity that promotes the culture against violence against women and gender discrimination, working closely with public and private entities. The entity identified specifically provides assistance in creating policies and implementing actions to combat sexual and gender-based violence and harassment, defined with specific attention to the type and characteristics of the organisation in which they will be integrated.

The policy will specifically focus on integrating into the definition of the process of resolving a situation of violence and/or harassment, all the bodies and responsible parties concerned, promoting a clear, fluid process that can prevent bureaucratic obstacles, while assisting the person who is escaping from a situation of harassment and/or violence suffered, in all the necessary steps: psychological, procedural and legal.



Specific objective 6.2 aims to implement the policy defined by involving all the players included in the policy’s procedure.

Specific objective 6.3 involves the disclosure on the existence of the policy and how it works to all UniSR staff. That activity aims to raise awareness of staff, at all career levels, of the commitment of UniSR staff in combating gender-based harassment and violence against women. On the other hand, violence against women threatens the basis of fundamental rights such as dignity, access to justice and gender equality. Studies confirm that those forms of violence are not immediately recognisable because they are completely amalgamated within a certain dominant culture¹⁷.

With this action, UniSR intends to provide its staff with tools to solicit and increase the awareness on what situations should be considered as sexual and gender-based harassment and violence, to increase the possibility that the problem will emerge and be weakened, and make the organisation as capable as possible of combating those phenomena, also through a cultural change involving the entire population. In this way, we intend to complete the range of actions against the direct and indirect causes that limit women in accessing the structure of UniSR and then in the progress of their careers.

The use of the external consultant will not be anchored only to the creation and provision of the training, but an additional objective (6.4) is envisaged, aimed at establishing a Confidential Counsellor, external to the organisation, in the event that situations of harassment or violence are reported. The person who is escaping from that situation can be supported by the Confidential Counsellor, who will be assigned, as a priority, to protect the person reporting a situation of violence and/or harassment, while also supporting them procedurally and psychologically in all steps of the reporting process, until it is completed.

General objective 6:	
Implement measures to combat gender-based violence	
Total investment	€ 40,000.00

Specific objective 6.1	Define a common policy against violence and harassment
Action 6.1.1	UniSR will develop a common policy to combat harassment and violence against women, availing of the support of an external expert consultant
Responsibilities	Personnel Administration Office, GEP Team, Gender Agent and Equal Opportunities Supervisory Committee

¹⁷ European Union Fundamental Rights Agency (2014), Violence against women: an EU-wide survey. Available at this link: <https://fra.europa.eu/en/publication/2014/violence-against-women-eu-wide-survey>



Timeline	Within the first 9 months from the start of the GEP
Indicator	<ul style="list-style-type: none"> Fine-tuning of the policy against gender-based violence and sexual harassment.

Specific objective 6.2	Implement a policy against violence and harassment of women
Action 6.2.1	A process for implementing the policy will be activated, which will involve all the parties responsible for the fine-tuning procedure
Responsibilities	Personnel Administration Office, Gender Agent, Policy Procedure Managers and Equal Opportunities Supervisory Committee
Timeline	Within the first 12 months from the start of the GEP
Indicators	<ul style="list-style-type: none"> Involvement of the players responsible for implementing the policy; Activation of the policy; Monitoring of implementation.

Specific objective 6.3	Provide training and awareness-raising sessions on the existence of the policy
Action 6.3.1	Production and dissemination of informational material on the existence of the policy, to raise awareness of the issue of harassment and violence against women, targeted to all staff
Responsibilities	Marketing and Communication Service, Gender Agent and Equal Opportunities Supervisory Committee
Timeline	Within the first 12 months from the start of the GEP
Indicators	<ul style="list-style-type: none"> Implementation of the informational material; Dissemination of the informational material; Monitoring of receipt by UniSR staff.

Specific objective 6.4	Establish the role of Confidential Counsellor
Action 6.4.1	UniSR commits to identifying and appointing a specialised person to facilitate and promote a safe working environment focused on well-being. The Confidential Counsellor will be assigned to guarantee a safe space for listening and taking on the cases of staff suffering problems at work, specifically in the cases of harassment, mobbing, discrimination or violence.
Responsibilities	Administration and Finance Department
Timeline	Within the first 6 months from the start of the GEP
Indicators	<ul style="list-style-type: none"> Indication of the person/organisation to be assigned; Formalisation of the assignment;



	<ul style="list-style-type: none"> Number of times the safe space and taking on of cases are used.
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General objective 7: Implementation and monitoring of the GEP

General objective no. 7 was included for the purpose of ensuring the transparency of the implementation and monitoring of the GEP.

Specific objective 7.1 accounts for the scope of the implementation work and **7.2** of the monitoring and reporting on the current state of the implementation of the objectives and actions, through a set of data and indicators implemented to measure the progress and adapt subsequent objectives and actions. The various parties responsible for implementing the objections and actions will work closely with the Gender Agent, who will be assigned to constantly monitor the progress of the actions over the entire duration of the plan using the set of indicators and to provide input in the objectives. The Gender Agent is also assigned to draw up 4 reports - 3 interim reports and 1 final report - every six months from the start of the GEP.

The development of the interim reports and then the final report will follow a layout that comprises:

- a list and description of the activities performed;
- an analysis of the results of the actions based on a set of corresponding indicators;
- an assessment of what worked and what must be revised;
- indications of the subsequent activities to be performed (only in interim reports);
- a chapter dedicated to conclusions and recommendations for building and implementing UniSR's subsequent Gender Equality Plan (only in the final report).

General Objective 7: Implementation and monitoring of the GEP	
Total investment	€ 23,800.00

Specific objective 7.1	Implementation of the GEP
Action 7.1.1	The GEP is approved, published and implemented through the actions and using the methods indicated.
Responsibilities	GEP Team, Offices responsible for the various actions indicated in each detailed box



Timeline	From its first month and over the entire duration of the GEP, according to the timelines defined for each of the actions planned
Indicators	<ul style="list-style-type: none">• Approval and publication of the GEP;• Start and performance of activities.

Specific objective 7.2	Monitoring of the GEP
Action 7.2.1	<i>Monitor the progress of the activities and assess their impacts</i> The implementation of the Plan and its impacts will be regularly monitored and assessed. The periodic revision of the results will provide an opportunity for learning and, in any event, for adjustment and incremental improvement.
Responsibilities	Gender Agent
Timeline	Every 6 months from the start of the GEP
Indicator	<ul style="list-style-type: none">• Publication of 3 interim reports and 1 final report on the monitoring of the implementation of the GEP.



UniSR

Università Vita-Salute
San Raffaele

Total value of the UniSR GEP

The total value of the Gender Equality Plan of Vita-Salute University is € 474,500.

The total investment is the result of the valuation of internal resources and instruments and an outsourced portion of external resources. Specifically, the external resources are envisaged for consulting from expert organisations in different sectors, regarding the achievement of gender equality and combating gender-based violence and harassment. The investment in internal resources consists of appointing supervisors in charge of carrying out the plan activities, each to the extent of his/her duties and/or supervision. Lastly, internal tools and methods are implemented for data collection and the construction of practices and services for organisational well-being and work-life balance.

In relation to the work of in-depth organisational analysis, the investment set out in the Gender Equality Plan is deemed suitable for the effective implementation of all the activities planned and described in the dedicated sections.

The Gender Equality Plan has also been approved by the Board of Directors of Vita-Salute San Raffaele University.

UniSR Gender Equality Plan	
Total investment	€ 474,500.00

