

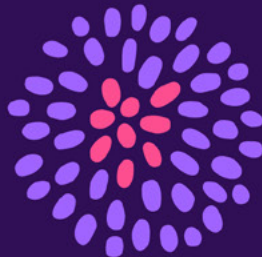
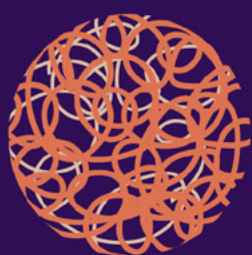


cmcc

Centro Euro-Mediterraneo
sui Cambiamenti Climatici

20 Years

GENDER EQUALITY PLAN 2025



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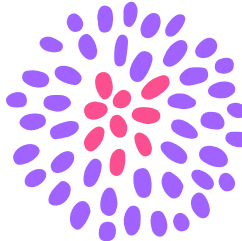
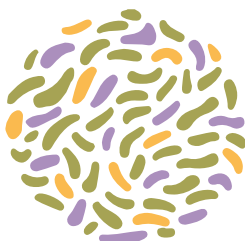
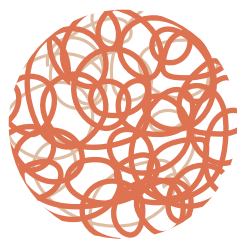


Table of contents

4 Introduction

6 CMCC Foundation and the commitment to Gender Equality

8 Methodology

8 Gender audit at CMCC

16 General objectives of the CMCC GEP

29 Conclusions and overall value of the CMCC GEP

Gender Equality Plan – CMCC Foundation

January 2025 - January 2027

Introduction

Gender equality is a fundamental principle of the European Union (EU), always echoed in its documents since its founding, emphasizing the need to turn this principle into reality with concrete actions.

The European Institute for Gender Equality (EIGE) defines the Gender Equality Plan (GEP) as a set of actions aiming at identifying biases, implementing innovative strategies to correct them, setting targets and monitoring indicators.

Accordingly, this GEP is a strategic document that identifies and defines a plan for the promotion of equal opportunities and inclusion within CMCC Foundation. It is concrete in its goals and procedures yet inspirational in its path from the designing to the monitoring.

In the Council of the EU's Conclusions on the New European Research Area (approved on December 1, 2020)¹, a big emphasis is dedicated to gender equality in research and innovation (R&I). The Council recalls with deep concern that Europe is still struggling to take full advantage of its R&I infrastructure toward excellence due to a significant gender imbalance. Indeed, gender equality offers many opportunities and benefits to universities and research organizations²:

- It fosters the attraction and retention of talent
- It leads to economic benefits
- It increases excellence and research quality
- It creates better work environments
- It provides leverage for organizational change
- It is a matter of fairness, democracy and credibility.

In support of that, the European Commission Strategy for Gender Equality 2020-2025 explicitly mentions the need to take measures to reduce the gender gap in different areas of research, as well as the introduction of a gender perspective at all stages of the decision-making process, enabling specific needs to be identified and responded to in a more timely and effective manner.

The strategy pursues a dual approach of gender mainstreaming at all levels and all stages combined with targeted actions, and of intersectionality as a horizontal principle for its implementation, acknowledging that all women and men are different and may face discrimination based on personal characteristics. Accordingly, the expression “gender+” will be used to indicate an adopted view of gender that is open and includes the analysis of other inequalities, such as disabilities, diverse sexual orientation, gender identity or sex characteristics, migration background or ethnic minorities, religion and socio-economic status, and their interactions with gender.

Keeping intersectionality in mind and the use of gender+ approach implies being aware of the dynamics of the dynamic privileges and exclusions, as well as the risks associated with policies and interventions that, while addressing some inequality and ignoring the fact that inequality is frequently a component of other disadvantages, can end up marginalizing some people by perpetuating the power structures that exist within groups.

As of 2021, it is mandatory for organizations to adopt a Gender Equality Plan to access funding from the Horizon Europe Programme. Moreover, in line with European directives, Italy's National Recovery and Resilience Plan (PNRR) has developed a strategy to tackle gender discrimination, divided into five priorities: work, income, skills, time and power. Respect for gender equality is a prerequisite for obtaining PNRR funding.

The present CMCC plan also goes in this direction enhancing the experience from the implementation and evaluation of the previous GEP adopted on the 17th of December 2021 with the aim to improve and support the efforts already undertaken in the organizational and cultural change in CMCC activities and staff.

¹ <https://www.consilium.europa.eu/en/press/press-releases/2020/12/01/new-european-research-area-council-adopts-conclusions/>

² European Institute for gender equality (2016), Gender Equality in Academia and Research. GEAR tool. Luxembourg: Publication Office of the European Union.

CMCC Foundation and the commitment to Gender Equality

The Euro-Mediterranean Center on Climate Change is a non-profit research institution, which was established in 2005 with the financial support of the Italian Ministry of Education, University and Research, and the Ministry of the Environment, Land, and Sea. It has been fully operational since 2006. On 10 December 2015, CMCC became a Foundation; representing its legal status, contents, aims, and operational modalities.

CMCC's mission is to investigate and model the climate system and its interactions with society to provide reliable, rigorous, and timely scientific results that stimulate sustainable growth, protect the environment, and develop science-driven adaptation and mitigation policies in a changing climate, and develop foresight and quantitative analysis of our future planet and society.

CMCC Foundation is organized in a network that involves and connects public and private entities working together on multidisciplinary studies concerning issues of interest to the climate sciences.

The promotion of gender equality and inclusion in CMCC Foundation started with the appointment of a Commission for Gender Equality to draft, implement, and monitor the first **Gender Equality Plan** (GEP) available at <https://www.cmcc.it/about/the-foundation/gender-equality-plan>. It is here reappointed for a second mandate until the end of the present GEP after which a new commission will be appointed.

This triggered a deep organizational change that CMCC witnessed during 2023 and 2024, reflected in a more gender-balanced leadership, as data will show, and in a more inclusive work culture. The commission responsible for supporting and monitoring the implementation of the GEP will ensure that policies and practices promoted will be in favor of equity and inclusion toward the whole organization and staff.

The commission is composed by:

- **An operational board**, as ambassador and facilitator of the GEP within CMCC: Matteo Funaro, Division Manager; Margaretha Breil, Senior Scientist; Marina Menga, Communication Officer; Matteo Sciandrone, Talent Acquisition Specialist; Clara Beffa, Division Manager; Malik Aljabu, Project Manager; Eleonora Damieto, Administrative Support.
- **A reviewer board**, as representation on strategic committees and final review of the document before approval by the Board of Directors: Donatella Spano, Vice-President CMCC; Simona Masina, IESP Institute Director; Soheil Shayegh, Program Director; Milena Cagnazzo, Head of HR office; Ivana Losa, Head of FR office; Mauro Buonocore, Head of Communication Office; Flavia Carnicelli, Head of Legal Office.

As a result of this commitment and to put it into practice with a long-term and sustainable approach, CMCC hired and appointed a dedicated human resource, a culture and inclusion specialist, in charge of coordinating the end-to-end immigration process and provide assistance for all the diversity and equity matters.

Moreover, the Foundation has started reflecting on the gender dimension in research practice and organised a webinar, for both internal and external audiences³. The aim of the event was to illustrate the path undertaken by CMCC on gender and diversity and open the space for two gender and diversity experts to share their research experiences and methods and be mindful of the challenges and advantages related to the introduction of such perspective.

³Here the dedicated page: https://www.cmcc.it/lectures_conferences/parita-di-genere-e-mondo- della-ricerca-riflessioni-ed-esperienze-a-confronto-dalla-comunita-scientifica

Methodology

The construction of this Gender Equality Plan, which began in April 2024, benefited from a 7-month planning process. In particular, the roles of culture and inclusion team, via the Fondazione Giacomo Brodolini (FGB) group of consultants, aided in the development of procedures for the approval of the GEP, the design of activities to be carried out, and the emergence of needs.

The approaches and resources employed in CMCC GEP were influenced by European and Italian initiatives involving research and innovation-focused institutions. The strategy created within the TARGET project, of which Fondazione Giacomo Brodolini (FGB) is a partner, and the Gender Equality in Academia and Research (GEAR) toolkit of the European Institute for Gender Equality (EIGE) inspired this GEP.

The objectives of this plan emerged from an initial gender auditing phase in which gender-disaggregated data were collected, updating the database already set up, and analyzed to identify the areas with the greatest urgency for action.

The following pages present the results of the gender audit through both quantitative and qualitative analyses.

Gender audit at CMCC

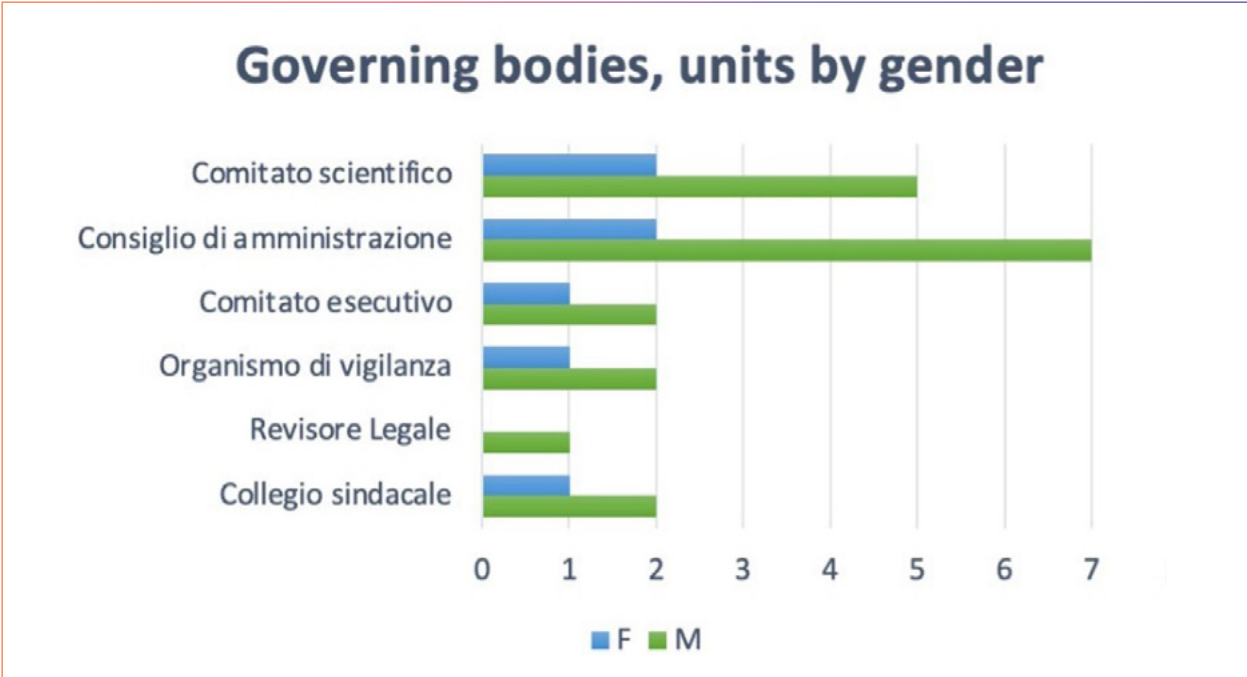
The gender auditing phase first involved the collection and analysis of quantitative data held by CMCC. This was essential for assessing the state of the art on diversity and inclusion in the organization and preparatory to the identification of objectives and the elaboration of plan activities.

The data presented are disaggregated by gender and updated to June 2024.

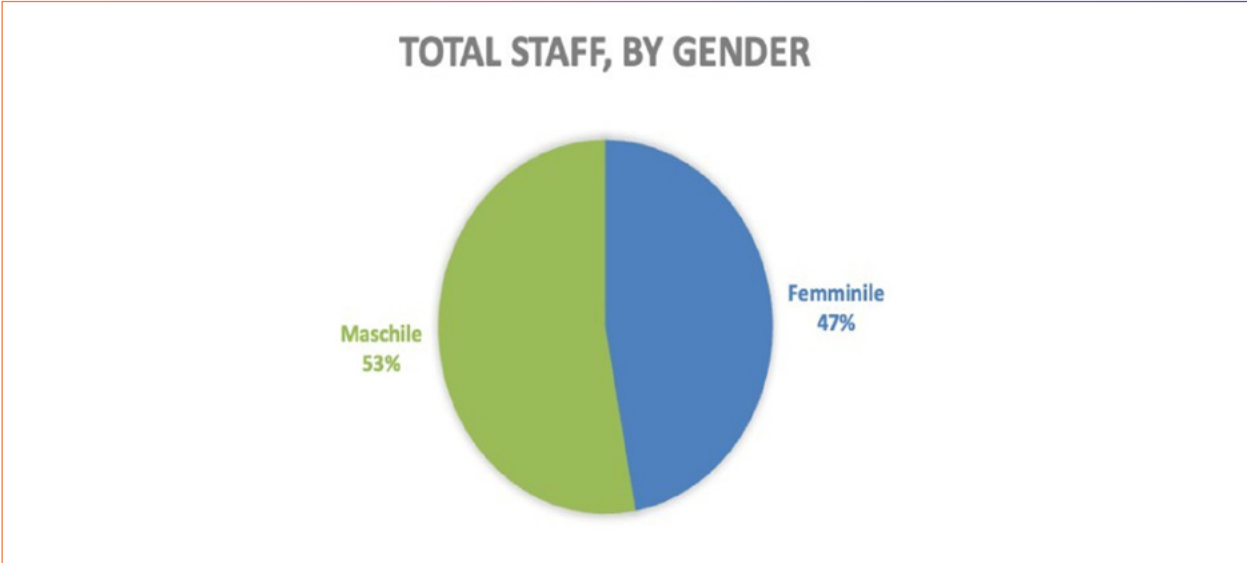
CMCC staff

CMCC is a medium-sized organization, with 445 staff members.

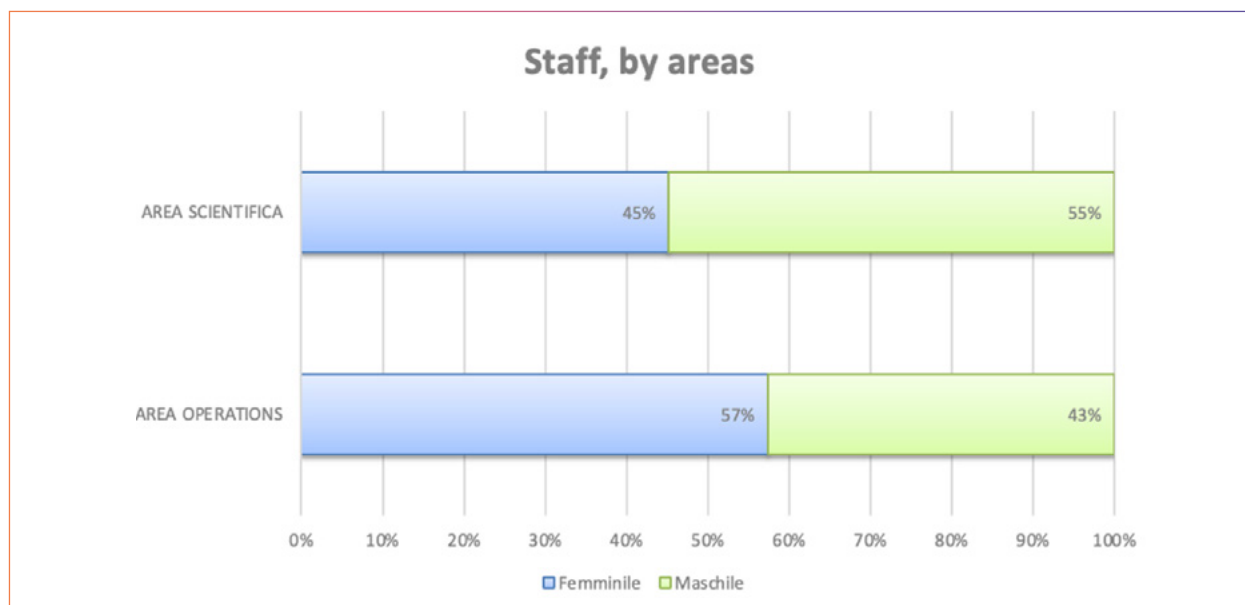
Starting from the governing bodies women are considerably underrepresented in all the boards. However, compared to the 2022 and the previous years, the representation of women has increased slightly, partly due to the Foundation’s commitment to gender equality.



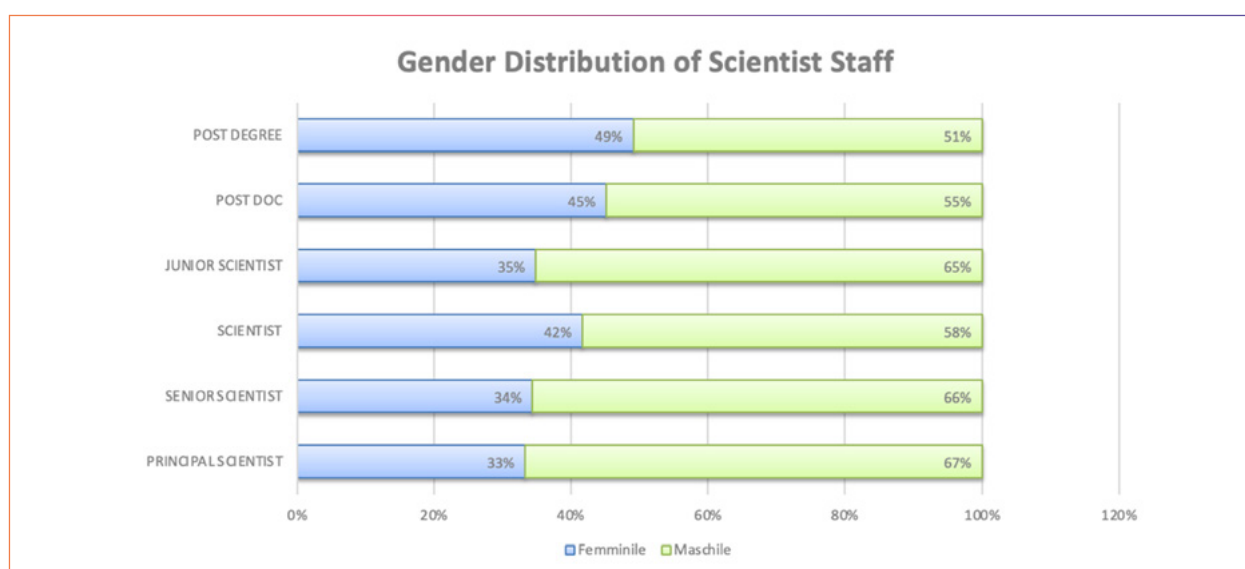
At the aggregate level, as shown in the next figure, we can observe an almost equal gender balance in the staff: women represent 47%, while men are 53% of the total personnel.



An investigation of the two main areas of the organization, i.e. “Scientific” and “Operations”, including all the technical and administrative staff, was conducted to have a more detailed picture of the workforce. The results reveal that while women researchers are slightly underrepresented (45%) compared to their male colleagues (55%), the distribution is quite the opposite in operations area in which women make up the 57% and men the 43% of the staff.

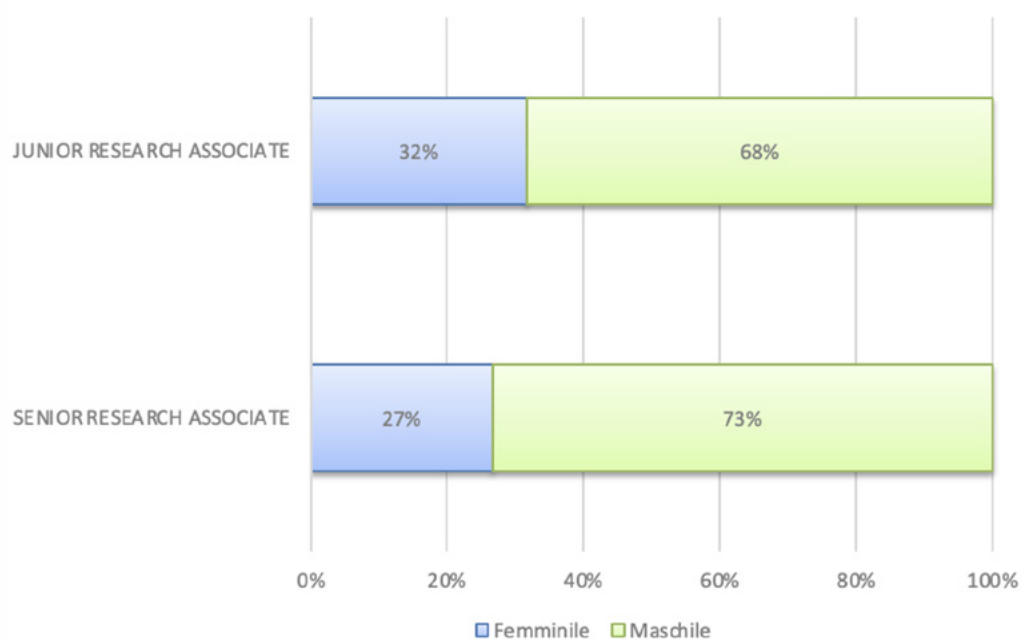


A deeper look at the data regarding the scientific area is therefore proposed, disaggregating also by roles and positions. Consistent with the existing comparable pan European statistics on the state of gender equality in research and innovation⁴, from a condition of gender balance at Post degree stage of the career, during the research career path up to the highest position represented by principal scientist, women decrease in number in favour of the male counterpart. The same happens for the research associate staff that signals the need for specific effort to fill the gender gap in the field.



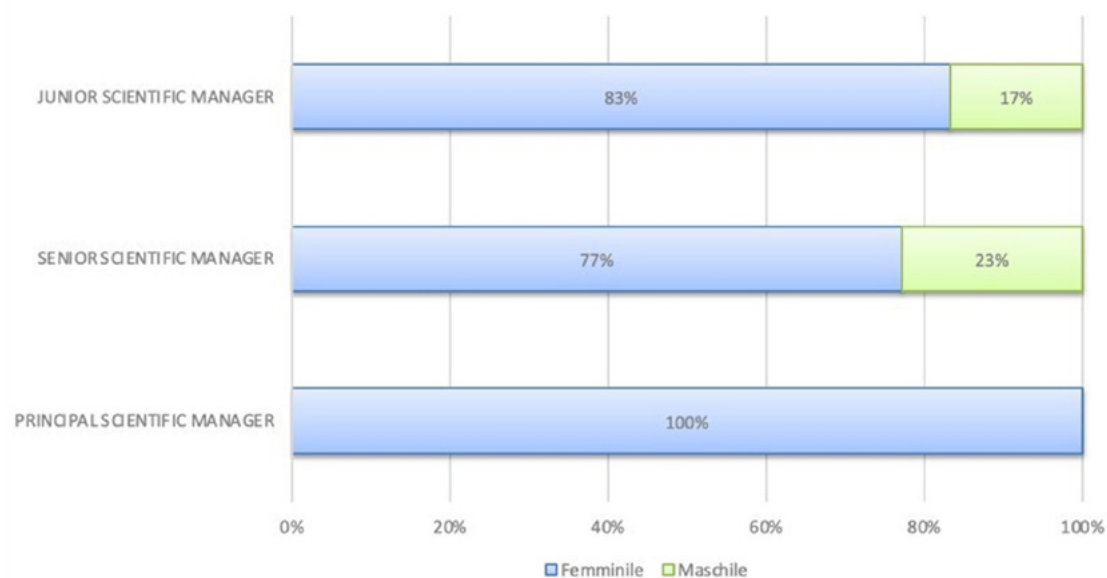
⁴ See publications [SheFigures 2021](#) | Research and Innovation

Gender Distribution of Research Associate Staff

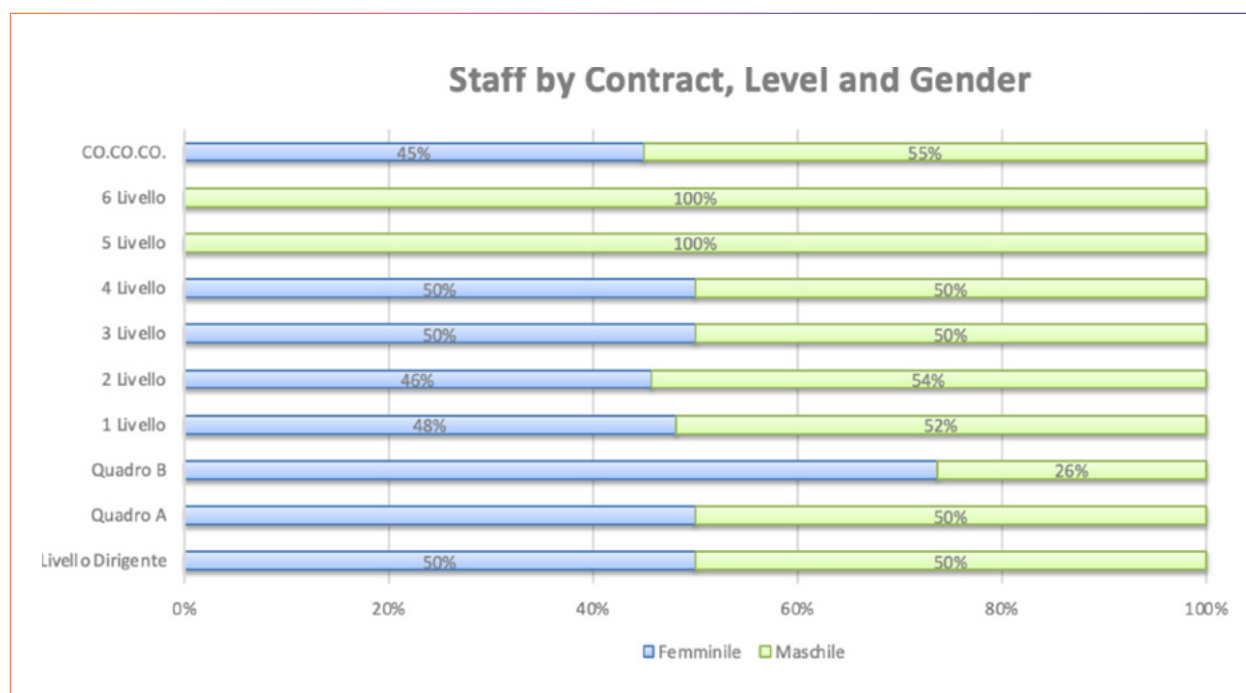


Regarding the scientific management staff, CMCC shows a reverse picture, as already analyzed in the previous GEP, since women are highly prevalent in junior, senior and principal scientific management.

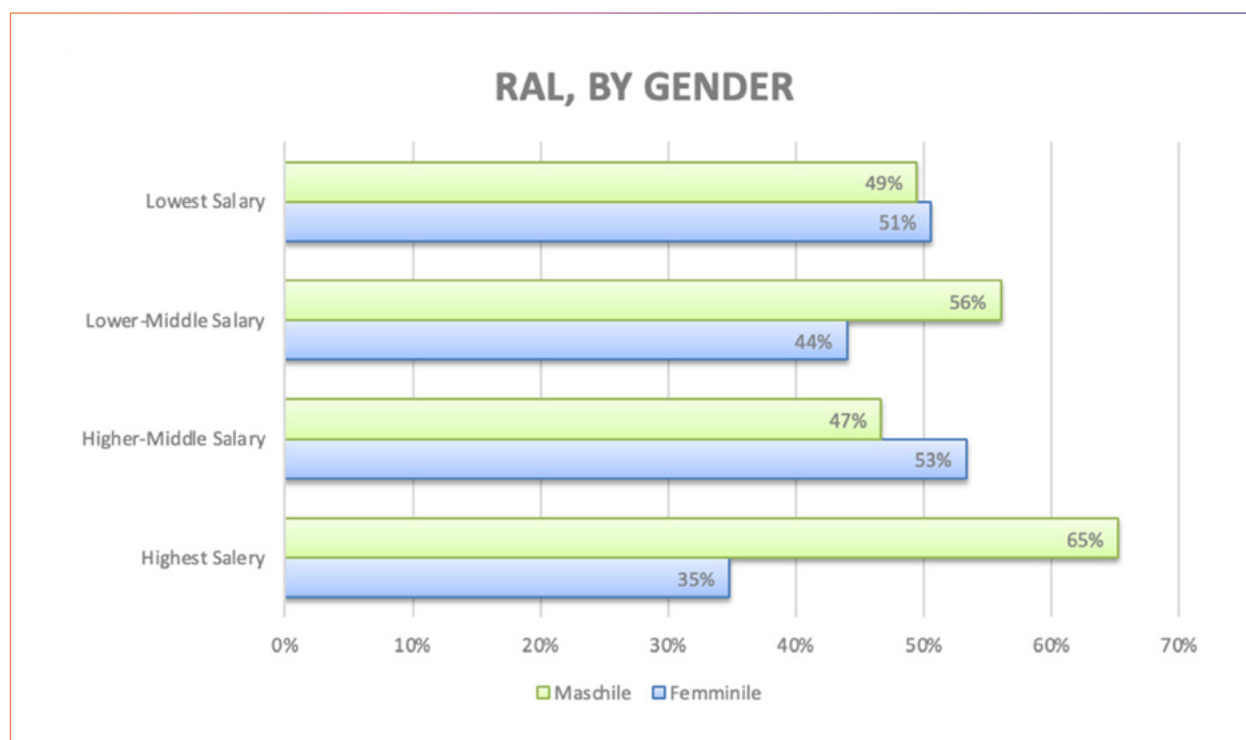
Gender Distribution of Scientific Management Staff



A further observation, presented in the next graph, regards the contract levels and their distribution among women and men. Apart from the 5th and 6th levels of contract in which women are absent, all the other levels present a relatively balanced picture. This is true also for top positions in which women are equally represented.

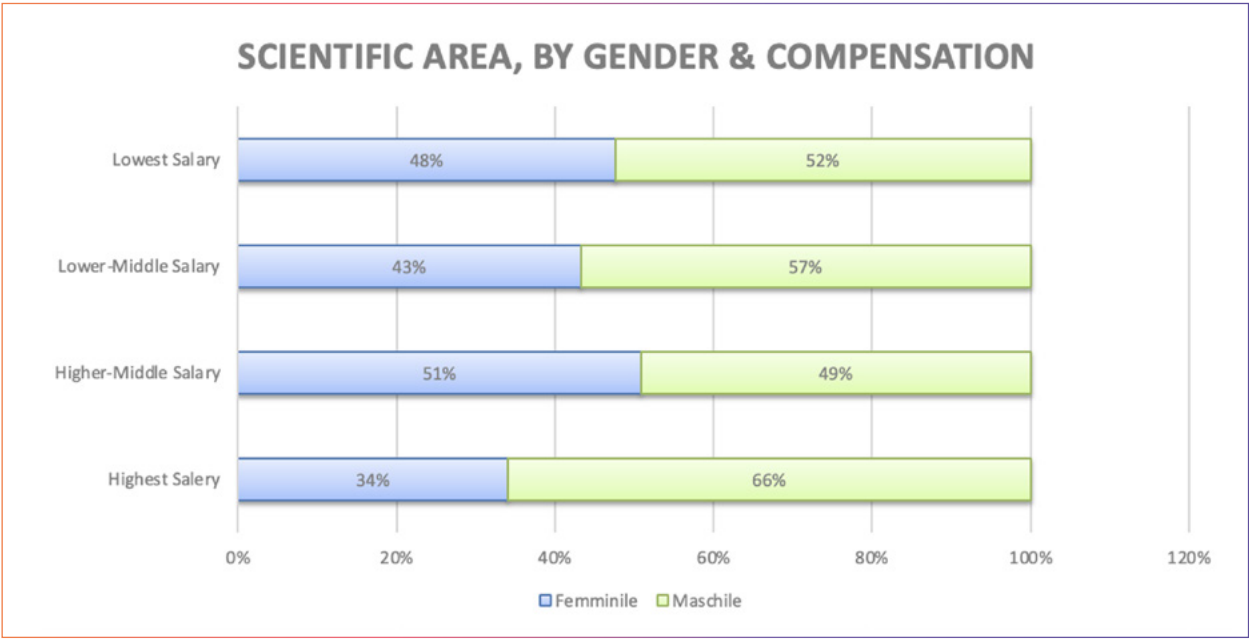


The latest analysis that was run to investigate data on staff and possible gender gaps, was the one pertaining to annual salaries at aggregate level and in different areas of CMCC.

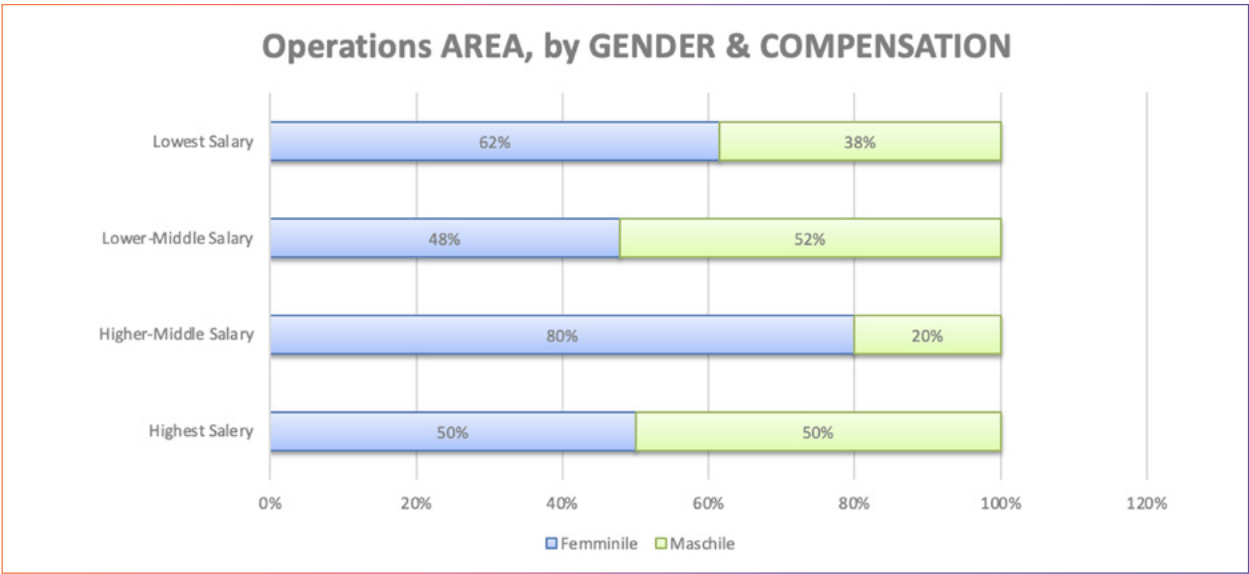


At an aggregate level, in the lowest salary bracket men and women are almost equally represented while a higher representation of women (56%) in lower-middle brackets (up to 50,000) compared to men (44%) can be observed, as well as for the higher middle (50,001- 70,000). As we proceed into the highest salary (over 70,000) brackets, a progressive underrepresentation of women can be observed. Indeed, men dominate the highest salary bracket with 65% compared to 35% for women.

This is particularly prominent looking at compensation by gender in scientific areas in which, despite some balance in the mid-range salaries, the pay gap is visible in the highest salary range (34% of women compared to 66% of men).



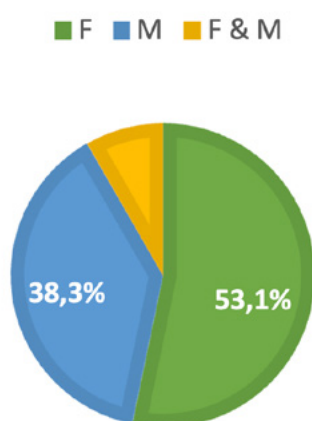
A different picture can be observed regarding the operations area in which women represent the majority both in the lowest salary bracket (62%) and the higher-middle one (80%) and are equally represented in the lower-middle salary bracket (48%) and highest one (50%).



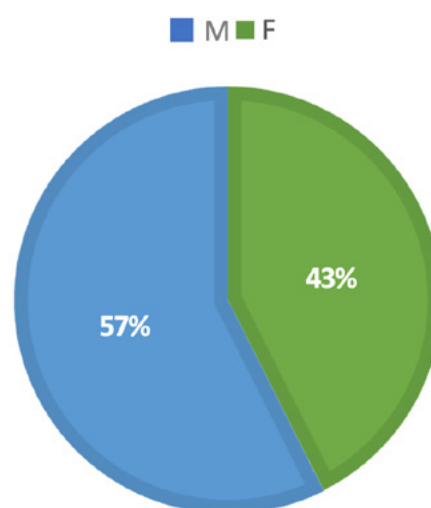
The current findings do not present an alarming picture, but it remains useful to focus on these trends in order to implement policies to improve gender balance in the various areas and career steps. Certainly, further investigation including other core variables such as level of education, age and race/ethnicity may provide a more detailed picture.

The analysis also focused on the specific dimensions of the research activity held by CMCC, namely the gender participation in tenders and fundings as principal investigators, i.e. coordination role and contact point, and scientific publications. As we can see from the next figures, while women alone (53%) or in partnership with male colleagues (8,3%) represent the majority of CMCC principal investigators, a slight predominance of publications by male researchers can be spotlighted (57%). At this stage, no data is available regarding the adoption of a gender-sensitive approach in the research design and outputs.

PRINCIPAL INVESTIGATORS, % BY GENDER



PUBLICATIONS, BY GENDER



Finally, the gender auditing also explored the use of work-life balance measures, in order to understand what options are already available and which are the main needs of the CMCC population. This monitoring is especially relevant to prevent and contrast gender gaps in career prospects and negative impacts on physical and mental health due to family and care loads. In this sense, work-life balance policies are essential to improve staff participation within the organization. The table reports the Work Life-Balance (WLB) measures that can be currently monitored, i.e. smart-working, parental leave, part-time contracts and the law ex 104.

WLB measure	F (units)	M (units)	Total Units
Smart working	61	54	115
Parental leaves	8	2	10
Law 104	3	4	7
Part-time	6	4	10

CMCC mechanisms and procedures

Gender auditing involved, in addition to quantitative data collection and analysis, a qualitative assessment of the context to identify the presence or absence of mechanisms and procedures for promoting or maintaining gender balance and inclusion in the organization.

On 15 October 2024 a new version of the Code of Ethics, available at https://www.cmcc.it/wp-content/uploads/2024/10/Fondazione-CMCC_Codice-Etico-e-di-Comportamento.pdf, was approved. It mentions not only CMCC's gender equality commitment, including the zero-tolerance policy against sexual harassment, but also the adoption of smart-working to foster workers' mental and physical health and overall life satisfaction.

Concerning provisions that support wellness and work-life balance, CMCC provides a welfare regulation that governs a range of services covering personal and family care, from education for children, sports and wellness to health services. The welfare packages for staff are aimed at offering beneficiaries a plan of services that can meet different needs, in the form of annual credit that is additional and supplementary to the employment salary. Such provision is extended to all the staff and accessible through a digital platform.

Among the activities set in the previous GEP and then implemented, CMCC has adopted the "Guidelines for a broad language", available at <https://www.cmcc.it/about/the-foundation/gender-equality-plan>, to solicit the use of non-discriminatory language in all the communications, which include a section on the gender balance and diversity in scientific or educational events inside and outside CMCC.

Furthermore, CMCC set up a mechanism for monitoring the gender participation in research funding calls and the publications, as shown in the quantitative section, but does not yet monitor the gender composition of scientific committees, experts at conferences or events and the research outputs that adopt a gender perspective.

CMCC approved and has in force an agile work regulation aimed at favoring work-life balance, goal and result oriented work culture and the autonomy and responsibility of employees. The people and culture department developed a short guideline, dedicated to the agile population, on how to effectively use work time and how to effectively communicate in case of hybrid teams of workers. Obviously, it applies exclusively to permanent employment contracts, because of the different labor regulations applied to co.co.co. contracts.

Despite encouraging data, the construction and implementation of this Gender Equality Plan testifies CMCC's intention towards maintaining and strengthening the gender balance through the formalization of the commitment and the adoption of specific guarantee procedures, as well as actions to support the conciliation of work and personal life and to combat situations of harassment and/or violence that could lead to a different picture and also damage areas that do not currently require special intervention by CMCC.

General objectives of the CMCC GEP

At the end of the gender auditing work, objectives were identified and articulated in 6 general goals, 14 specific objectives and 25 actions.

General Objectives

- 1** Increase awareness on equal opportunity, gender stereotypes, and unconscious biases
- 2** Support gender balance in CMCC Foundation careers, especially in leadership positions
- 3** Promoting research activities with a gender perspective
- 4** Improving individual well-being by strengthening work-life balance measures and supporting the inclusion of international staff
- 5** Implement measures to combat discrimination and gender-based violence
- 6** Define the GEP and finalize a data collection and monitoring system

Each of the objectives is declined on the following pages into **actions, responsibilities, resources, timeline, monitoring indicators**.

The planned economic investment results from a strategy focused on leveraging dedicated internal resources. This financial commitment can be further strengthened through qualified external collaborations, which will contribute to enhancing expertise and optimizing expected outcomes. This combination of internal and external resources represents a strategic choice aimed at maximizing the investment's effectiveness and ensuring sustainable impact in the long term.

General objective 1: Increase awareness on equal opportunity, gender stereotypes, and unconscious biases

General objective 1 aims to increase awareness on the issues of equal opportunities in terms of gender equality, diversity and inclusion promoting inclusive culture in the workplace. For this purpose, this general objective has been broken down into 2 specific objectives and related actions.

Specific objective 1.1: Providing training and awareness-raising interventions on inclusive language, unconscious biases and gender-sensitive research

Action 1.1.1	Organising a webinar for all Foundation staff to present the GEP planning and approval process at the beginning of the GEP implementation to present the commitment of CMCC concerning equal opportunities and gender equality and the activities that will be carried out in this framework
Responsibility	Communication office
Timeline	Beginning of 2025
Indicators	At least 70% staff participation Feedback forms after the webinar
Action 1.1.2	Organising a training on inclusive leadership for team managers in CMCC to develop or strengthen the required skills to manage diverse teams and understand the importance and impacts of a leadership that is based on equity
Responsibility	People & Culture office
Timeline	By the end of 2025
Indicators	At least 80% of team leaders Feedback forms after the training
Action 1.1.3	Organising seminars/webinars, one for each institute with expert(s) for in-depth speeches to explore the methodologies and tools that can be applied to CMCC research activities and identify diversity ambassadors in each team/location of the Foundation to support both at the proposal stage and at the implementation stage of research projects

Responsibility	Communication office
Timeline	By the end of 2025
Indicators	At least 70% research staff participation One ambassador for each Foundation location
Action 1.1.4	Organise a workshop on racial bias and intersectionality in research and work environments
Responsibility	People & Culture office
Timeline	By the first semester of 2025
Indicators	At least 80% of the staff working in multicultural teams Feedback forms after the training

Specific objective 1.2: Adopting procedures and guidelines on inclusive communication and gender balance at events

Action 1.2.1	Implementing and monitoring guidelines on supporting gender balance and equal opportunities in events and conferences to address and prevent inequalities in the participation
Responsibility	Communication office & scientific organizers of events
Timeline	By the first semester of 2025
Indicators	Dissemination of guidelines Increase in gender equality at conferences and events

General objective 1

Increase awareness on equal opportunity, gender stereotypes, and unconscious biases

Total investment	Euro 9,000
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General objective 2: Support gender balance in CMCC Foundation careers, especially in leadership positions

General objective 2 aims to support gender balance in CMCC careers, especially in leadership positions. For this purpose, this general objective has been broken down into 2 specific objectives and related actions.

Specific objective 2.1: Incorporate attention to inclusive criteria at all stages of the personnel management process from selection to professional development

Action 2.1.1	Developing guidelines on the selection process and career paths with a focus on gender balance
Responsibility	People & Culture office
Timeline	By the end of year 1
Indicators	Development of criteria Dissemination of the guideline Increase in applications, selections, and promotions by women and other marginalised subjects
Action 2.1.2	Designing and implementing a mentoring program between managers and team leaders and junior staff to improve the transfer of knowledge and support the exchange of skills and work methodologies
Responsibility	People & Culture office
Timeline	By the end of year 1
Indicators	Number of mentors and mentees Feedback evaluation

Specific objective 2.2: Strengthen gender equality in career progression and leadership roles

Action 2.2.1	Promoting vacancies for leadership roles to eligible and non-eligible people through CMCC channels and meetings dedicated to career opportunities, to increase knowledge of the skills required for, and the tasks performed in, senior roles
Responsibility	People & Culture office
Timeline	Throughout the GEP
Indicators	Increase in diverse applications and selection for senior roles Increase in women representation in higher positions
Action 2.2.2	Implementing a non-discriminatory and transparent remuneration policy for salaries, benefits, bonuses and welfare programmes to tackle existent pay gaps and prevent the emersion of possible inequalities with the diversification of staff composition and contract types
Responsibility	People & Culture office
Timeline	Within month 9 of GEP
Indicators	Approval of the policy Reduction of pay gap within roles

General objective 2

Support gender balance in CMCC Foundation careers, especially in leadership positions

Total investment	Euro 13,000
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General objective 3: Promoting research activities with a gender perspective

General objective 3 aims to promote and support research that includes the gender perspective in research projects. For this purpose, this general objective has been broken down into 3 specific objectives and related actions.

Specific objective 3.1: Collect gender-disaggregated data on publications/projects and monitor gender mainstreaming in projects

Action 3.1.1	Definition of a data grid on gender mainstreaming projects
Responsibility	Division's project managers
Timeline	Within month 6
Indicators	Dataset creation

Specific objective 3.2: Raising awareness of the importance of including a gender perspective in research as a quality criterion

Action 3.2.1	Create a repository of studies/projects that include among their activities analysis of the relationship between climate issues and gender, inclusion and diversity
Responsibility	Communication office
Timeline	At the end of year 1 and year 2
Indicators	Development of repository Number of research and studies shared +25% research/projects including gender perspective

Specific objective 3.3: Network expansion and strengthening

Action 3.3.1	Include the gender dimension in the construction/enhancement of national and international research consortia and networks
Responsibility	Communication office
Timeline	Throughout the GEP
Indicators	Number of new partners with an approved GEP Number of partners carrying out gender- sensitive research and innovation activities +25% projects/events that include gender dimension

General objective 3

Promoting research activities with a gender perspective

Total investment	Euro 10,000
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General objective 4: Improving individual well-being by strengthening work-life balance measures and supporting the inclusion of international staff

The fourth general objective addresses the strengthening of work-life balance measures in order to improve individual well-being and support the inclusion of international staff. For this purpose, this general objective has been broken down into 3 specific objectives and related actions.

Specific objective 4.1: Raise awareness on existing work-life balance options and enhance access for all employees, regardless of contract type

Action 4.1.1	Conduct a survey on work-life balance opportunities and welfare program satisfaction
Responsibility	People & Culture office
Timeline	Within month 9 of GEP
Indicators	Survey response rate Identification of new needs and feedback

Specific objective 4.2: Improve career satisfaction and support women in research activities and career paths

Action 4.2.1	Definition of a feedback loop mechanism with supervisors and colleagues
Responsibility	People & Culture office
Timeline	Within the year 1
Indicators	Design of the mechanism -20% of work-related stress +20% participation in meetings

Action 4.2.2	Develop “returnship” programmes for those who take long absences (parental leaves, long-term illness, national service) to maintain and develop their career paths
Responsibility	People & Culture office
Timeline	Design the programme within 6 months and activation whenever the need arises (each time after a long absence)
Indicators	Definition of cases in which to activate the mechanism Number of activations
Action 4.2.3	Develop career breaks ⁵ positive culture by eliminating bias toward people with employment gaps in recruitment and providing exception clauses or flexible criteria for job promotions, career advancement, and participation in projects
Responsibility	People & Culture office
Timeline	Design of the mechanism within 6 months and activation whenever the need arises
Indicators	Definition of cases in which to activate the mechanism Number of activations

⁵ Including maternity or paternity leave (before or after PhD award); long-term illness (over ninety days for the principal investigator or a close family member); national service (after PhD award); major disasters.

Specific objective 4.3: Support the inclusion of the international staff

Action 4.3.1	Conduct a survey on needs and request for services from expat staff
Responsibility	People & Culture office
Timeline	Within month 9
Indicators	Survey response rate Identification of new needs and feedback
Action 4.3.1	Mapping associations and services for foreign personnel
Responsibility	People & Culture office
Timeline	Within month 15
Indicators	Development of the mapping Dissemination of the mapping

General objective 4

Improving individual well-being by strengthening work-life balance measures and supporting the inclusion of international staff

Total investment	Euro 17,000
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General objective 5: Implement measures to combat discrimination and gender-based violence

General objective 5 aims at implementing measures to combat discrimination in all forms and gender-based violence. For this purpose, this general objective has been broken down into 2 specific objectives and related actions.

Specific objective 5.1: Prevent gender violence, microaggressions and sexual harassment

Action 5.1.1	Organise training events on harassment, abuse of power, micro-aggressions (also on the basis of race, language, and religion)
Responsibility	People & Culture office
Timeline	Within month 18 of GEP
Indicators	Fine-tuning training interventions Training delivery Participation of at least 75% of staff

Specific objective 5.2: Define zero-tolerance policy and provide a management mechanism

Action 5.2.1	Adopting an anti-discrimination policy
Responsibility	Compliance office
Timeline	Within month 15 from the start of the GEP
Indicators	Definition of the policy Approval and publication of the policy Number of consultations (nr of visualization)

Action 5.2.2	Disseminating the whistleblowing mechanism and raise awareness on the reporting opportunity
Responsibility	Compliance office
Timeline	Within month 21 from the start of the GEP
Indicators	Number of reporting Number of visualizations

General objective 5

Implement measures to combat discrimination and gender-based violence

Total investment	Euro 12,000
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General objective 6: Define the GEP and finalize a data collection and monitoring system

General objective 6 aims at defining the current Gender Equality Plan and finalize a data monitoring system that enables tracking of the implementation of actions and fill the existing gaps in data collection. For this purpose, this general objective has been broken down into 2 specific objectives and related actions.

Specific objective 6.1: Develop and approve the GEP updated to 2024

Action 6.1.1	External advice on defining objectives and actions, definition of indicators and evaluation
Responsibility	People & Culture office
Timeline	Achieved
Indicators	Consultancy activation Scheduling of planning meetings Definition of objectives, actions and monitoring indicators
Action 6.1.2	Analyse data and gender-related activities implemented during the first period of GEP implementation and update it to 2024
Responsibility	People & Culture office
Timeline	January 2025
Indicators	Approval of the GEP Publication of the GEP
Action 6.1.3	Establish a team of people responsible for GEP implementation, monitoring and advocating
Responsibility	People & Culture office
Timeline	By the end of 2024
Indicators	Identification of the team

Specific objective 6.2: Improve the data collection and monitoring system

Action 6.2.1	Produce periodic reports on the monitoring and evaluation of the plan and its impacts
Responsibility	People & Culture office
Timeline	Every six months
Indicators	Production of 3 interim reports, at month 6, 12 and 18 respectively Production of the final report by month 24

General Objective 6

Define the GEP and finalize a data collection and monitoring system

Total investment	Euro 7,000
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Conclusions and overall value of the CMCC GEP

The overall value of the CMCC Gender Equality Plan is Euro 68,000.

The resulting investment comes from a valorisation of internal resources and from the involvement of external resources and organization with specific expertise. Internal resources have been designed to be in charge of implementing the activities that are incorporated in their respective competencies and mission; the specialized consultancies have been activated and/or will be activated regarding specific sectors and activities that are conducive to the achievement of objectives set out in the plan.

