

GENDER EQUALITY PLAN



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**For the preparation of the Gender Report 2021,
a Commission was created. It is composed of Operational
and Reviewer Boards, and the members are:**

1. Operational Board

Matteo Funaro, Division Manager

Lucia Perugini, Senior scientist

Margaretha Breil, Senior scientist

Simona Masina, Senior scientist

Milena Cagnazzo, Head of HR office

Ivana Losa, Head of FR office,

Mauro Buonocore, Head of Communication office

Flavia Carnicelli, Head of Legal Office

2. Reviewer Board

Donatella Spano, Strategic Council and Executive Committee

Riccardo Valentini, Strategic Council

Maria Siclari, Board of Director

Nadia Pinardi, Strategic Council

Fondazione Centro Euro-Mediterraneo sui Cambiamenti Climatici (www.cmcc.it) is a no-profit research institution, which has been 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 10th December 2015, the Center became a Foundation representing CMCC's 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 to 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 aims at furthering knowledge in the field of climate variability, its causes and impacts, and their interactions with the global climate through the development of high-resolution simulations of the atmosphere and ocean, surface and underground hydrology, environmental and socio-economic impact models.

CMCC benefits from the extensive applied research experience of its members and institutional partners: Istituto Nazionale di Geofisica e Vulcanologia, Università degli Studi del Salento, Centro Italiano Ricerche Aerospaziali, Università Ca' Foscari Venezia, Università di Sassari, Università della Tuscia, Politecnico di Milano, Resources for the Future, Università di Bologna. The CMCC research network is distributed among eleven research divisions that share different knowledge and skills in the field of climate sciences.

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 CMCC's research network is distributed among eleven research divisions that share different knowledge and skills in the field of climate sciences:

- Advanced Scientific Computing (ASC);
- Climate Simulation and Prediction (CSP);
- Economic analysis of Climate Impacts and Policy (ECIP);
- Impacts on Agriculture, Forests and Ecosystem Services (IAFES);
- Ocean modeling and Data Assimilation (ODA); Ocean Predictions and Applications (OPA);
- Risk Assessment and Adaptation Strategies (RAAS);
- Regional Models and geo-Hydrological Impacts (REHMI); Sustainable Earth Modelling Economics (SEME);
- Information Systems for Climate science and Decision-Making (ISCD);
- Innovative Platforms for Science Outreach (IPSO).

CMCC Foundation is managed by:

- The Board of Directors with ordinary and extraordinary management powers, which has a three-year term of office and is composed of 9 members;
- Executive Committee, to which the Board delegates technical and financial matters;
- The Scientific Advisory Panel (SAP) provides advice on CMCC's research activities, strategic plan and organization, as well as support on specific matters raised by the Chairman of the Board. It is appointed by the Board and is made up of eight highly qualified experts selected among the international scientific and academic community. Members of the SAP are appointed by rotation every three years: four new members are appointed, four of the previous members are confirmed, and the four previous members not confirmed are appointed as "Honorary Fellows"
- The Executive Director oversees the administration and implements the resolutions of the governing bodies; The Board of Statutory Auditors.

CMCC joins the United Nations Global Compact, the world's largest corporate initiative that networks various entities engaged in human rights, labour, environment, and anti-corruption areas. CMCC's research provides analyses, state-of-art tools, and methodologies to contribute to the implementation of the 2030 Agenda of Sustainable Development and to the achievement of Sustainable Development Goals (SDGs), with a greater emphasis on SDG 2 (zero hunger), 4 (quality education), 7 (affordable and clean energy), 9 (industry, innovation, and infrastructure), 13 (climate action), 14 (life below water) and 15 (life on land).

CMCC is committed to promoting equality and preventing discrimination in all its operations. Equality means that everyone, regardless of gender, should have the same opportunities, rights, and obligations. Equality is one of the guiding values of the Foundation, and the promotion of trust and mutual appreciation in all working interactions is an asset. The Foundation is taking care of promoting equality and creating an atmosphere of respect for diversity. Since 2016, the Foundation adopted an Ethical Code, through which the Ethics Committee carries out the consultative functions of verifying compliance with the rules contained in the Code of Ethics and Behavior and the possible imposition of sanctions.

The Foundation is a professional and academic community that treats all of its members with respect. CMCC does not condone inappropriate treatment, discrimination, or harassment of its staff or collaborators. CMCC aims to create an equitable scientific culture in which the expertise and experiences of all employees and all affiliates are equally taken into account.

The incorporation of measures for promoting equality of opportunity between women and men is a continuous priority. In this sense, CMCC's GEP includes a picture of the **previous and current state of the working context and a strategic view aimed at achieving gender equality**. GEP's long-term strategy on gender bias and inequalities is not limited to gender but also to disability, age, sexual orientation, religion, and ethnicity.

CMCC's Commission for Gender Equality has been appointed to lead the works behind the document, monitor the achievements of the actions undertaken, and ensure the fulfillment of this plan.

The guiding principle and Italian legislative background

Gender is the psychosexual orientation that the individual acquires on a cultural basis. The concept of gender was introduced in the 1960s to distinguish a person's psychosexual orientation (gender) from his/her anatomical sex (sex). The concept gained more attention during the last decades of the 20th century leading to a rather lively debate, arising above all from the theoretical production of the women's movement starting from the 1970s. This debate was developed in the more general framework of the question concerning the contribution of biology, on the one hand, and that of environmental and cultural conditioning, on the other, to the determination of the behaviour and roles of human beings. While the term sex is used to indicate the biological dimension, gender implies the variability of the interpretations that cultures, different from each other, have constructed starting from the biological point of view. This means supporting the idea that bodies are not only biologically determined as they are subjected, in different societies and cultures, to a slow process of transformation that continually tends to modify the concept. Since the 1960s, the equality issue has played a decisive role in the women's question, that is, in the struggle to eliminate discrimination and inequalities between men and women in terms of personal relationships and public roles. The theme of equal opportunities, in this area, has had great prominence in recent years: specific institutions have been created with the purpose of guaranteeing equal career opportunities in the public and private sector and a more significant presence in the political life (at a local and national level).

Equality has many meanings: first of all, it is intended as formal and political equality. The first consists in the fact that all members of society are equal in rights and duties without distinction of gender, origin, ethnicity, wealth, religious or political convictions, and must not be subjected to any discrimination. Gender equality is a legal principle. In this sense, gender equality is understood as the absence of obstacles to any individual's economic, political, and social participation. Gender equality is also the goal of the United Nations Universal Declaration of Human Rights, as stated in Article 2: Everyone is entitled to all the rights and freedoms set forth in this Declaration, without distinction of any kind, such as race, colour, sex, language, religion, political or other opinion, national or social origin, property, birth or other status.

Furthermore, no distinction shall be made on the basis of the political, jurisdictional, or international status of the country or territory to which a person belongs, whether it be independent, trust, non-self-governing, or under any other limitation of sovereignty.

Since the 1960s, the issue of equality has played a decisive role in the discussion about gender, that is, in the struggle to eliminate discrimination and inequalities between men and women in terms of personal relationships and public roles. Women are generally paid less than men, even if they fill the same position. In addition, they find it more difficult to find work because motherhood still represents an obstacle for access to jobs and top-level positions.

In Italy, the first stage of a journey towards affirming gender equality was in 1947, on March 24th, when the Constituent Assembly approved Article 3 of the Constitution. The Article proclaims equality before the law without distinction of sex. The “physical and economic protection of working mothers” law dates back to 1950. It introduces: (i) the prohibition of dismissal from the beginning of gestation until the child’s first year of age, (ii) the prohibition of entrusting pregnant women with the transport and lifting of weights and other dangerous, tiring, or unhealthy work, (iii) and the ban on employing women in the three months before childbirth and the eight following weeks, barring possible extensions. However, the bachelorette clauses remained until 1963, which, if inserted in the employment contracts, could allow women to be dismissed from their working place as soon as they got married. Only in 1963, the rules that prohibited dismissal in the event of marriage and supported the maternity of agricultural workers were approved. With difficulty, women manage to see their protection as working mothers strengthened. In particular, three laws should be remembered:

- The act 1204 of 1971 introduces the optional abstention from work for six months. In addition to the mandatory three months after childbirth, agricultural workers and self-employed workers are protected.
- Then the 546 of 1987, which recognizes the payment of a daily maternity allowance. Indemnity addressed self-employed direct farmers, sharecroppers, settlers, artisans, and traders.
- The 1998 Budget, which introduces contributory measures to protect the maternity of parasubordinate workers.

Essentially, the primary reference of Italian national law on equal opportunities is represented by the National Code of equal opportunities between men and women (Legislative Decree 11 April 2006 No. 198), which establishes in art. 1 the prohibition of discrimination between men and women, providing for the adoption of consequent measures. The National Code sets the obligation for Public Administrations to adopt a Positive Action Plan (PAP). The plan lasts three years and must ensure the removal of all obstacles hindering equal opportunities at work between men and women. The directive of the Presidency of the Council of Ministers of 23 May 2007 identifies the instruments and the areas of intervention: positive actions aiming at balancing female representation in sectors and professional levels where they are underrepresented; the organization of work aiming at promoting work-life balance; and hiring and promotional mechanisms targeting women.

The law 183/2010 created the Unique Guarantee Committee for Equal Opportunities in Public Administrations for workers’ wellbeing and against discrimination (CUG - Comitati unici di garanzia per le pari opportunità, la valorizzazione del benessere di chi lavora e contro le discriminazioni). These committees replaced the previous Equal Opportunities Committees (CPOs). Although the law indicates general rules for the Committee’s composition, it leaves public administrations and universities the task of drafting internal regulations regarding their election and functioning. This law has also defined the requirement to identify a Confidential Advisor (Consigliera di fiducia) who is in charge of listening to the employees who feel “mobbed” or (sexually) harassed and find the solutions to overcome the situation.

In the face of a growing collective sensitivity on gender-equal opportunities, as well as following the lessons arising from the fifteen-year validity of the Code of Equal Opportunities, the legislator intervenes again on the matter with Law no. 162/2021, coming into force from December 3rd 2021, with the aim of strengthening the protection of equal opportunities between men and women in the workplace. The law's Article 3 introduces significant changes since it requires the drafting, every two years, of a report on the situation of male and female personnel in relation to the state of recruitment, training, professional promotion, levels, changes of category or qualification, other phenomena of mobility, the intervention of the redundancy fund, dismissals, early retirement and retirements, and actual salaries paid.

This duty is on a mandatory basis for public and private companies that employ over fifty employees (compared to the previous limit set for companies that employed over one hundred employees) and on a voluntary basis for public and private companies that employ up to fifty employees, which they were previously excluded from.

The methods of drafting and transmitting the report also vary and must now be drawn up exclusively electronically, by filling in a form published on the institutional website of the Ministry of Labor and Social Policies and must be transmitted to the company trade union representatives, while the councilor and the parity councilor competent for the area access it by means of a unique identifier.

The report must contain

- (i) the number of female and male workers employed (including the number of pregnant workers and female and male workers hired during the year);
- (ii) the amount and differences between the fixed and variable salaries of workers of each sex;
- (iii) the contractual framework;
- (iv) the function performed by each worker employed, also with reference to the distribution among workers of full-time and part-time contracts, information and data on the selection processes during the recruitment phase, the procedures for accessing professional qualification and training managerial, measures to reconcile life and work times as well as on the methods of access to the relationship by employees and trade union representatives of the company in order to be in a position to take advantage of the judicial protection provided for by the Code.

Furthermore, the new law establishes the Certification of gender equality. The Certification has the task of certifying the policies and concrete measures adopted by companies to reduce the gender gap in relation to the opportunity for career growth in the company, equal salary for equal jobs, policies for managing gender differences, and ensuring maternity rights.

For companies in possession of the Equality Certification, a parity reward system is introduced for the year 2022, consisting of an incentive in the form of a contribution exemption determined in an

amount not exceeding 1% and in the maximum limit of 50,000 euros per year for each company, determined by decree of the Minister of Labor by January 31st, 2022.

Furthermore, companies in possession of the Certification by December 31st of the previous year are awarded a reward score based on the evaluation by the authorities holding European, national, and regional funds.

■ Ex-ante analysis on gender distribution at the CMCC

The Foundation's research and administrative staff represent women and men evenly. However, the number of women covering executive roles has only increased in recent years. The timeline analysis covers 15 years (2005-2020) but only some data were noted and measured from the early beginning of the Foundation work. The ratio of women appointed as Division Director is considerably smaller than the ratio of men. The predominant numbers of men in the management bodies are unvaried in time, considering that the Board of Directors was composed of nine men out of 9 from the first-time election until 2015 when one woman entered the Board. The same trend is registered for members of the Executive Committee.

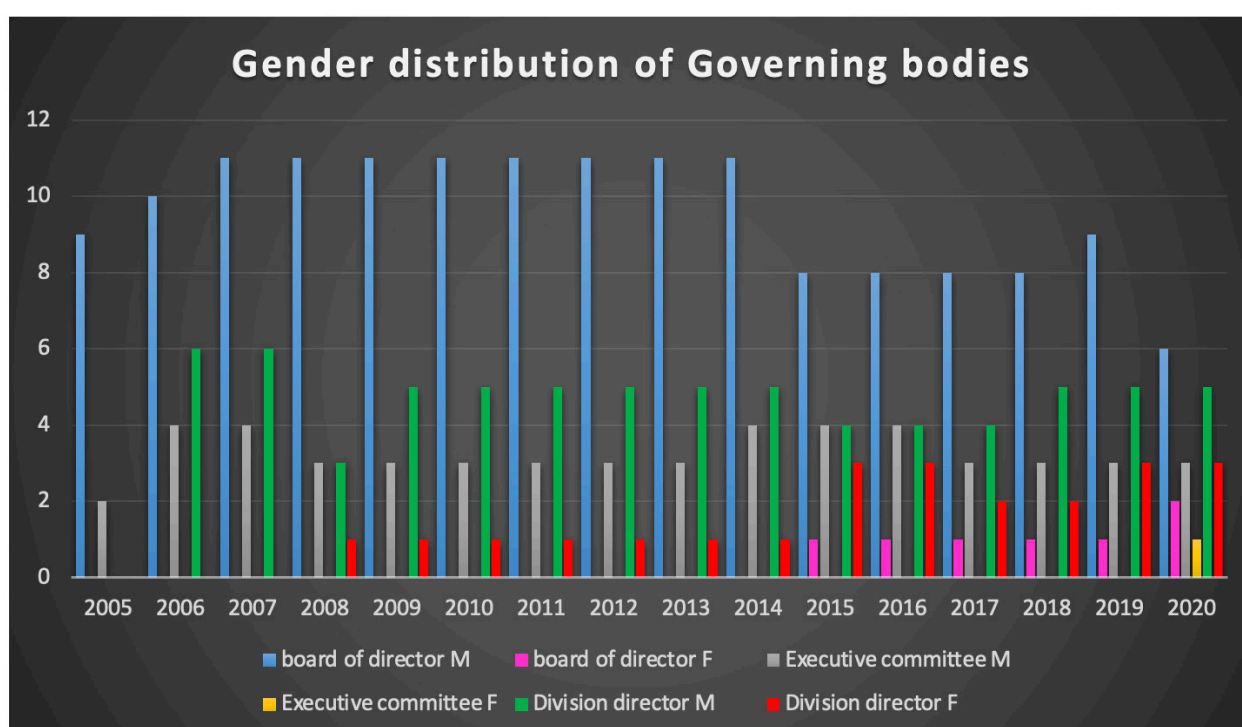


Fig. 1 Gender distribution of Governing bodies

The administrative staff is predominantly made of women. The ratio of men/women is 1:2, but in the thematic area "Management", the balance is 1:3 on an average for a 10 year period. Out of an average of 6 employees in the communication office, the total number of men and women is well balanced. Only 1 man has been working for the logistics office since 2017. In the technical-scientific sector, there is an increasing number of men compared to women. Men hold more senior scientist positions than women. The Foundation is in line with the National Glass Ceiling Index, still at 1.5 ratio. The total number of employees at CMCC in 2020 was 197, of which 107 men and 90 women. The value is expressed in terms of FTE (full time equivalent - years / man), which corresponds to the resources available full time for one working year, valued at an annual total of 1,720 hours.

¹The GCI measures the probability of women compared to men to reach the top positions of the academic career. It is obtained from the ratio between the share of women with the qualification of prof. full professor, prof. associate or researcher with respect to the total and the share of women with the qualification of prof. ordinary compared to the total of prof. ordinary. The value 1 indicates perfect parity.

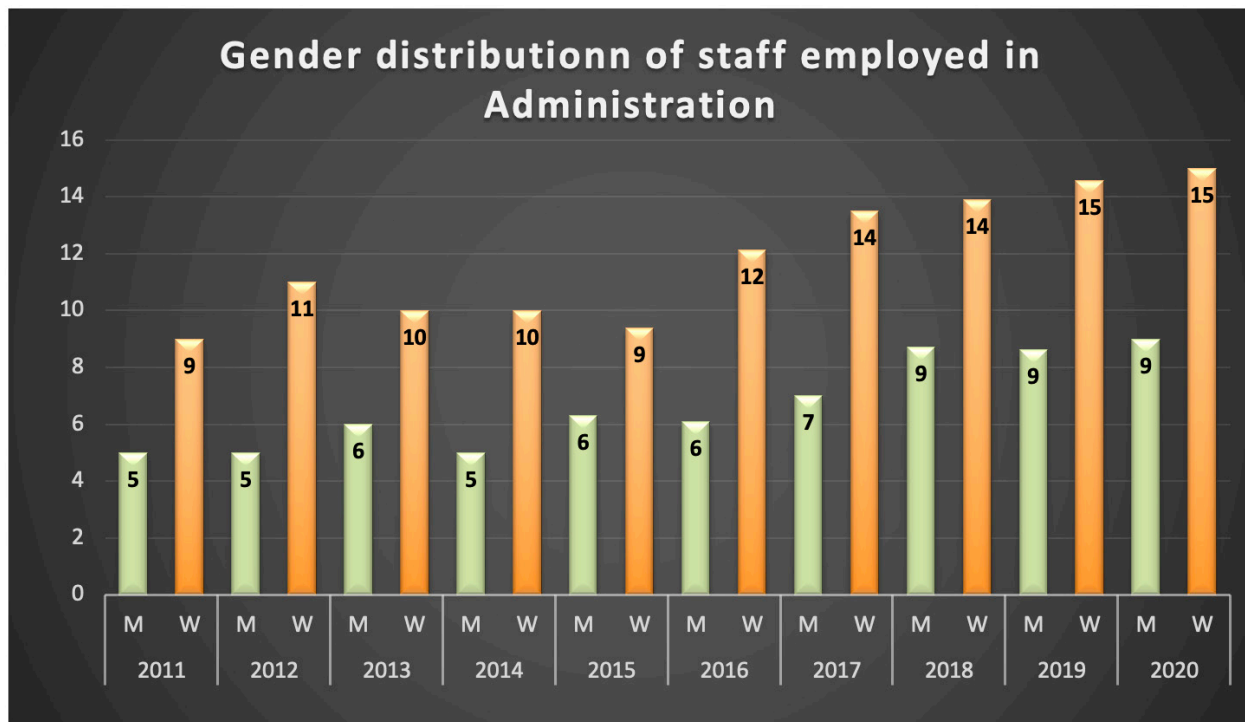


Fig. 2 Gender distribution of staff employed in Administration

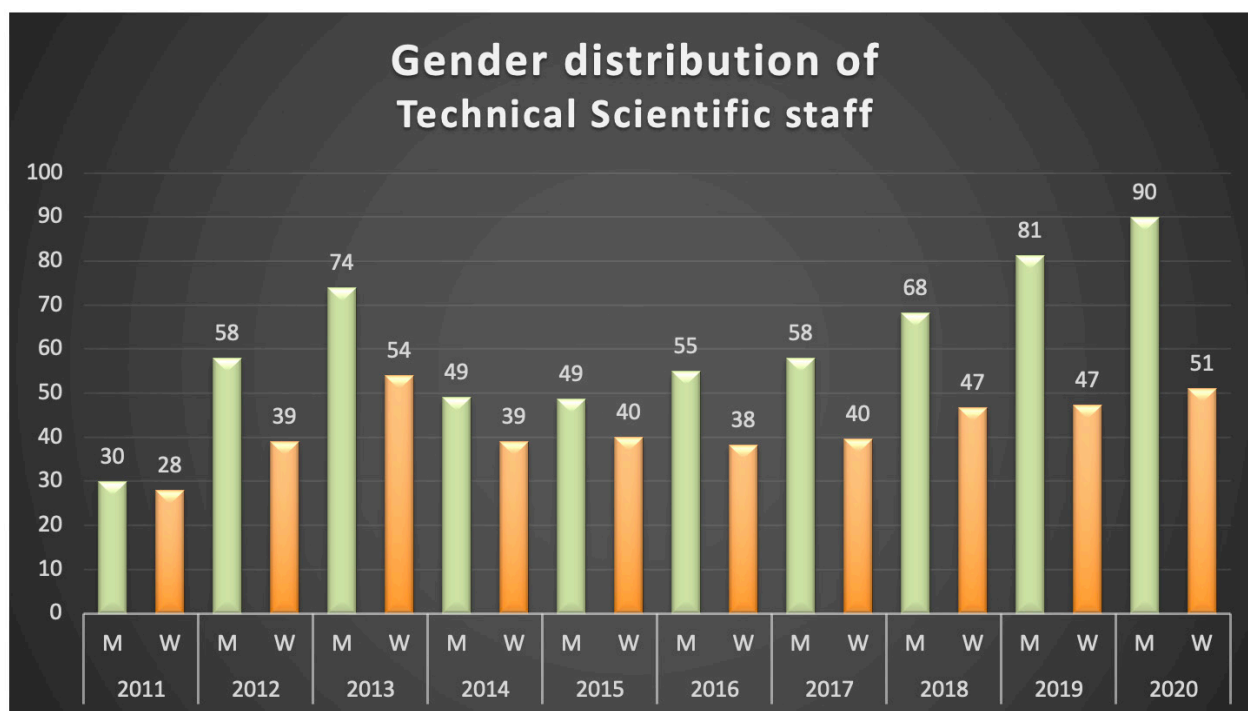


Fig. 3 Gender distribution of Technical Scientific staff

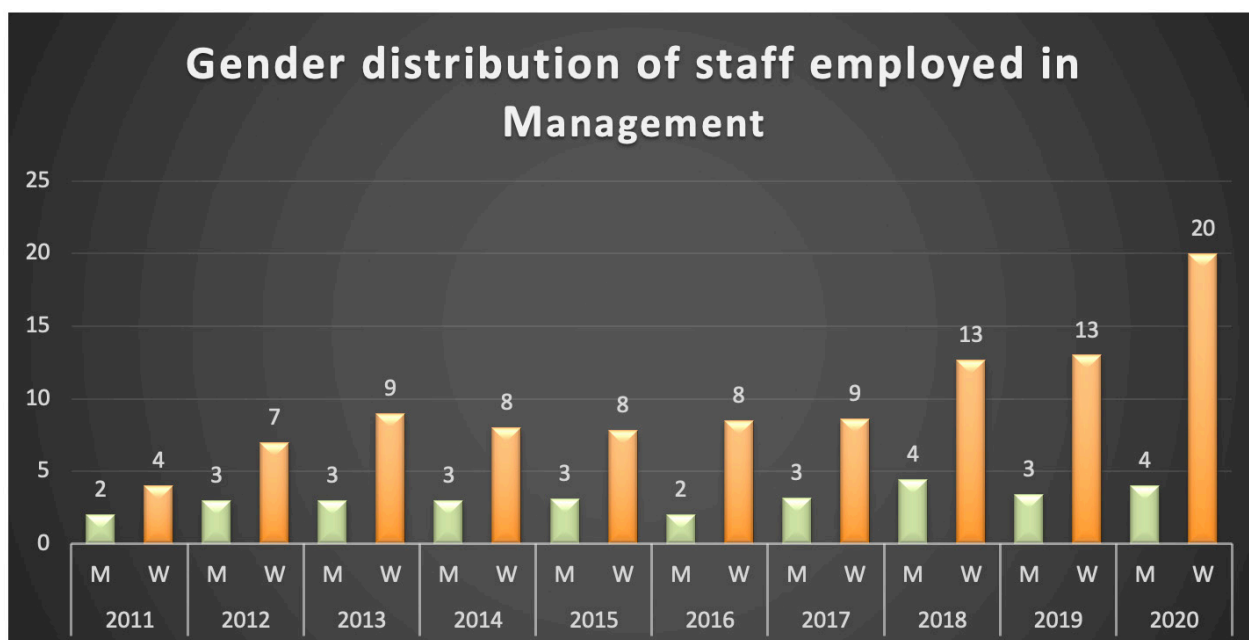


Fig. 4 Gender distribution of staff employed in the Management area

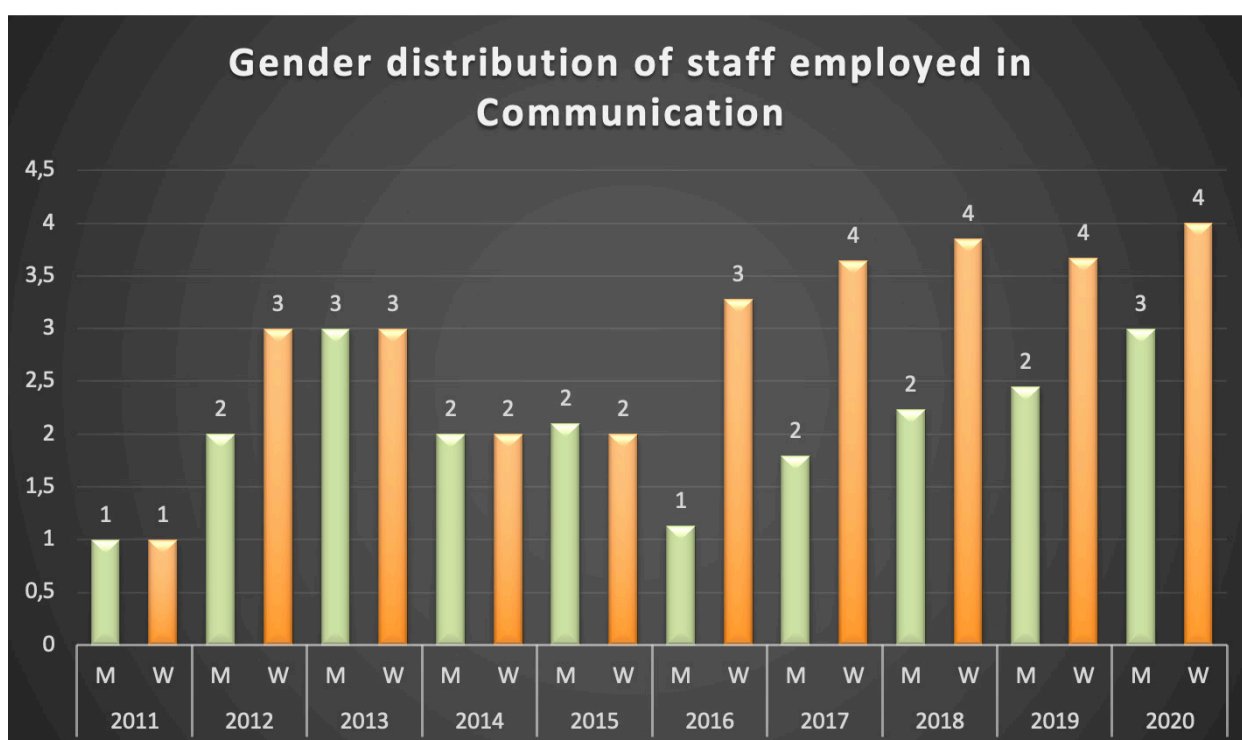


Fig. 5 Gender distribution of staff employed in Communication

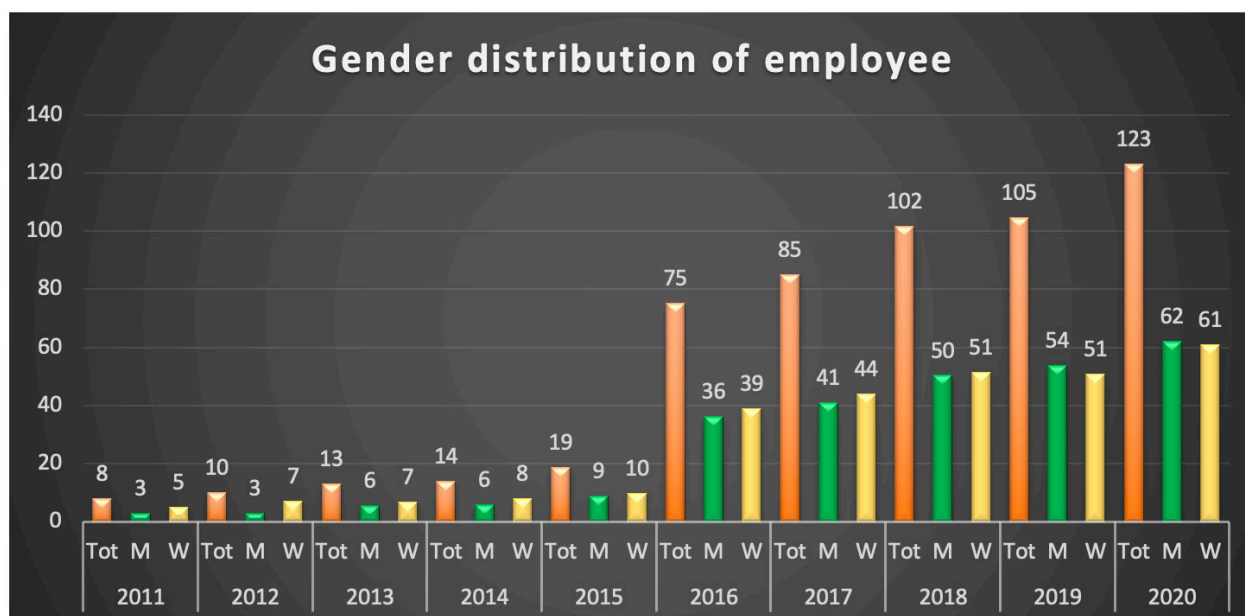


Fig. 6 Gender distribution of employee

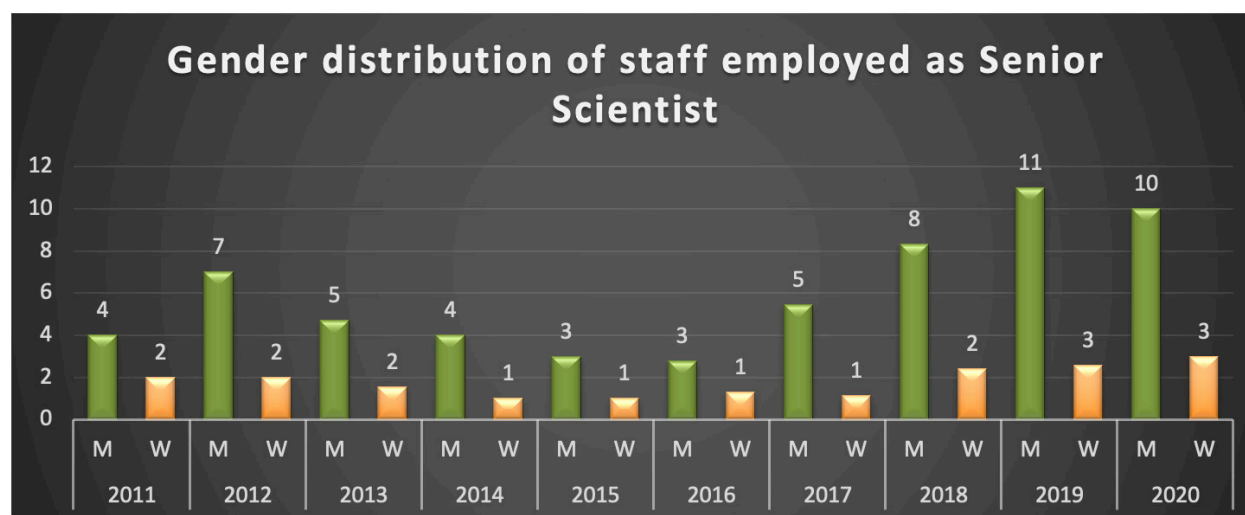


Fig. 7 Gender distribution of staff employed as Senior Scientist

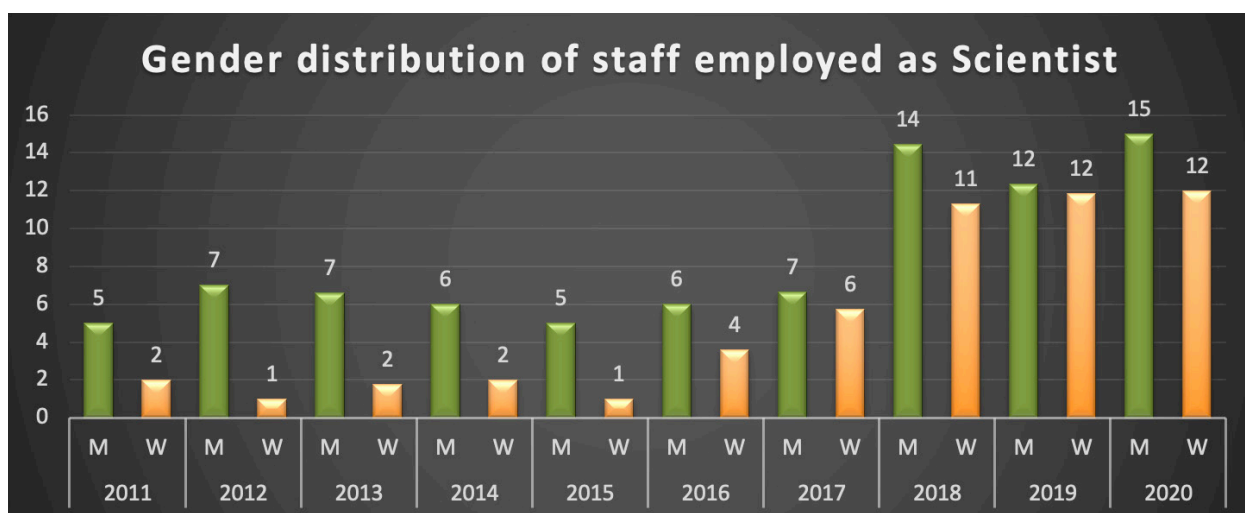


Fig. 8 Gender distribution of staff employed as Scientist

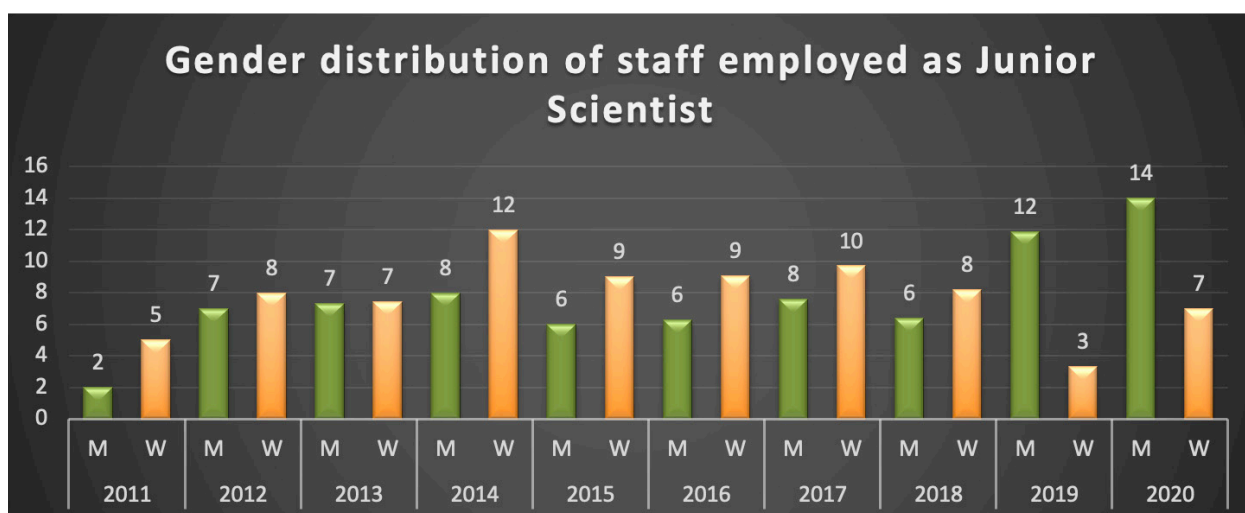


Fig. 9 Gender distribution of staff employed as Junior Scientist

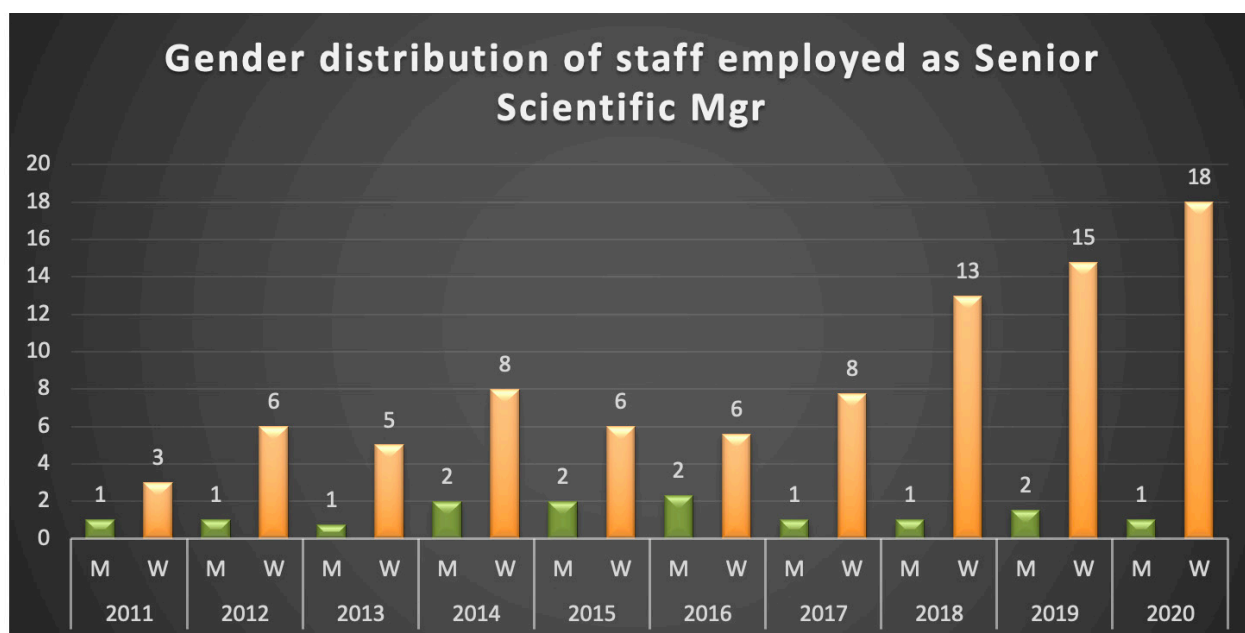


Fig. 10 Gender distribution of staff employed as Senior Scientific Manager

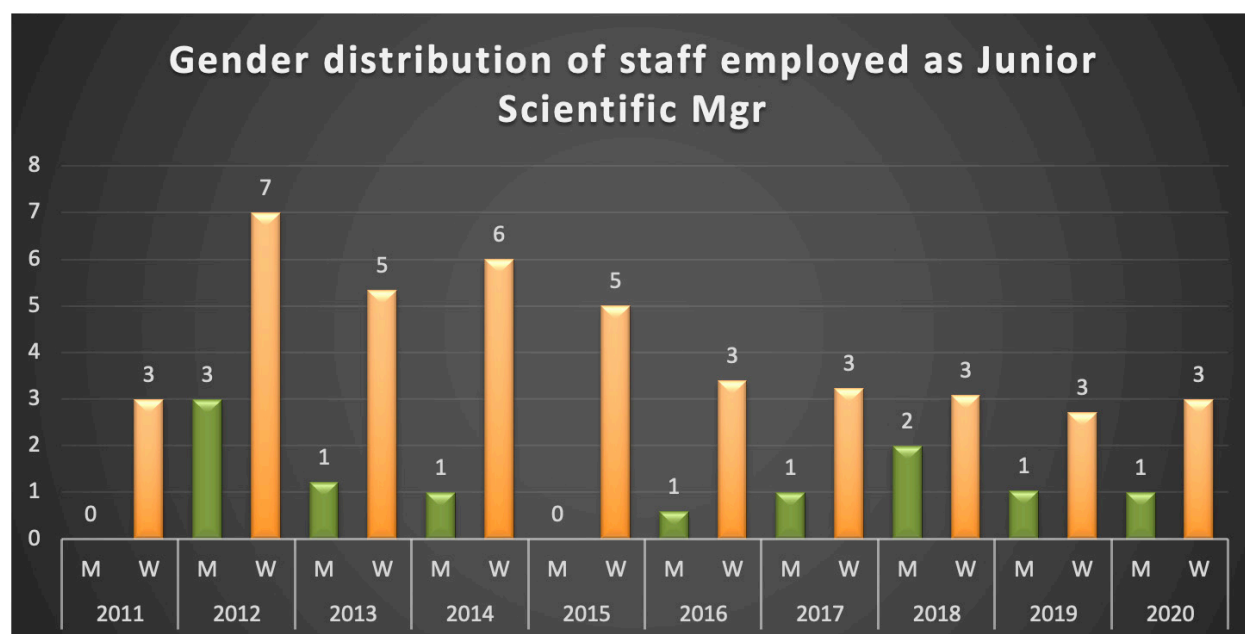


Fig. 11 Gender distribution of staff employed as Junior Scientific Manager

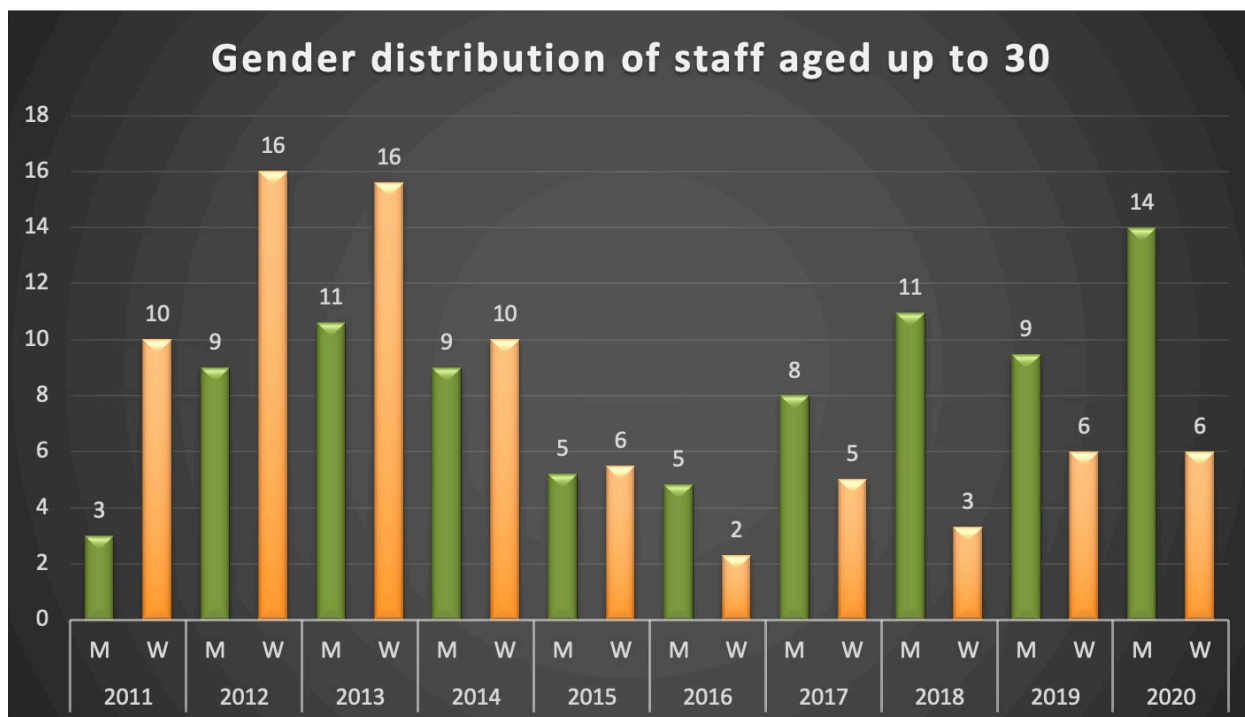


Fig. 12 Gender distribution of staff aged up to 30

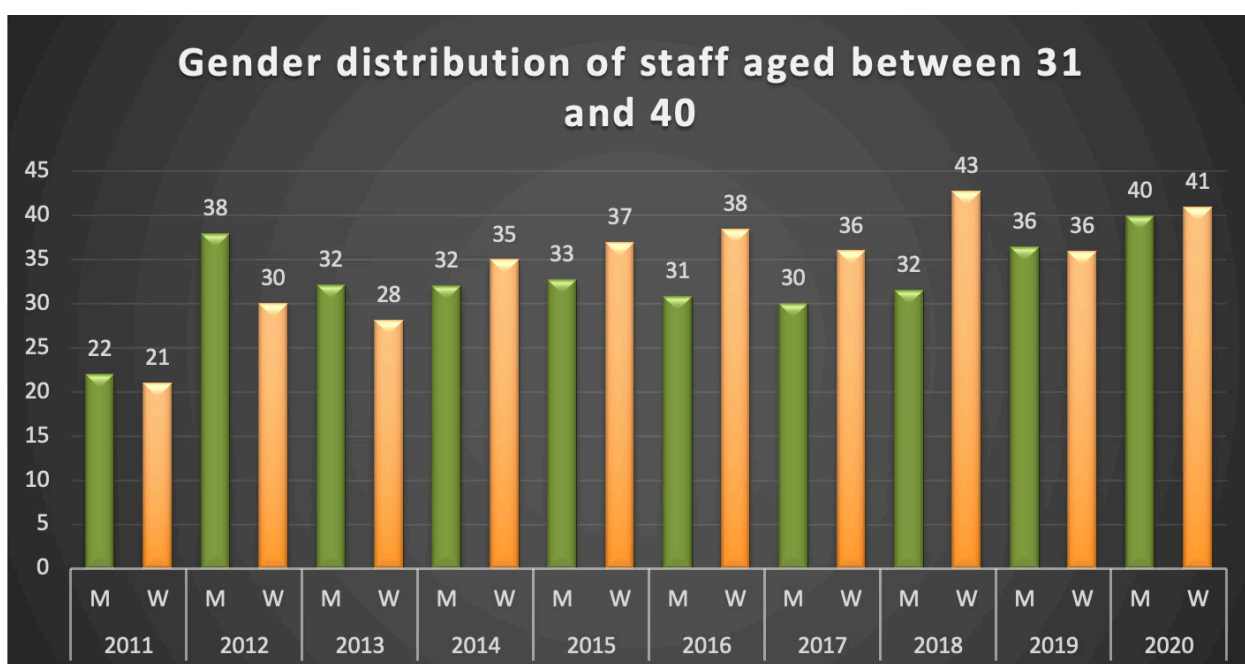


Fig. 13 Gender distribution of staff aged between 31 and 40

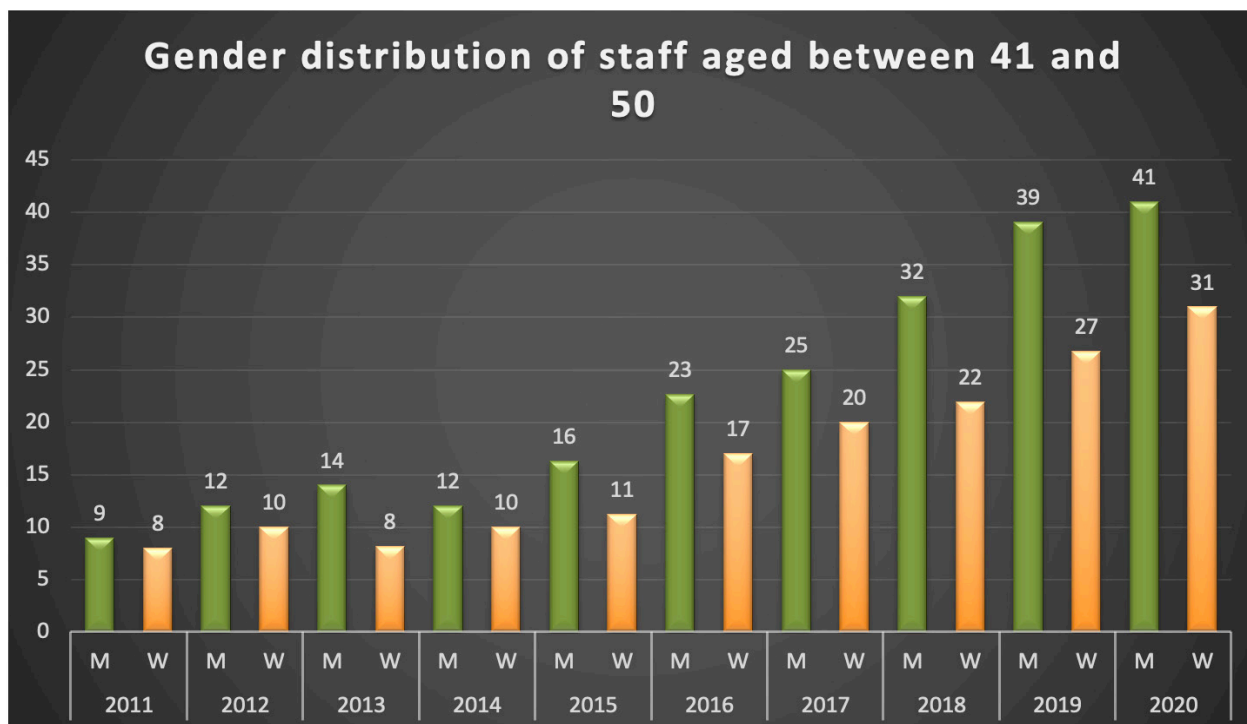


Fig. 14 Gender distribution of staff aged between 41 and 50

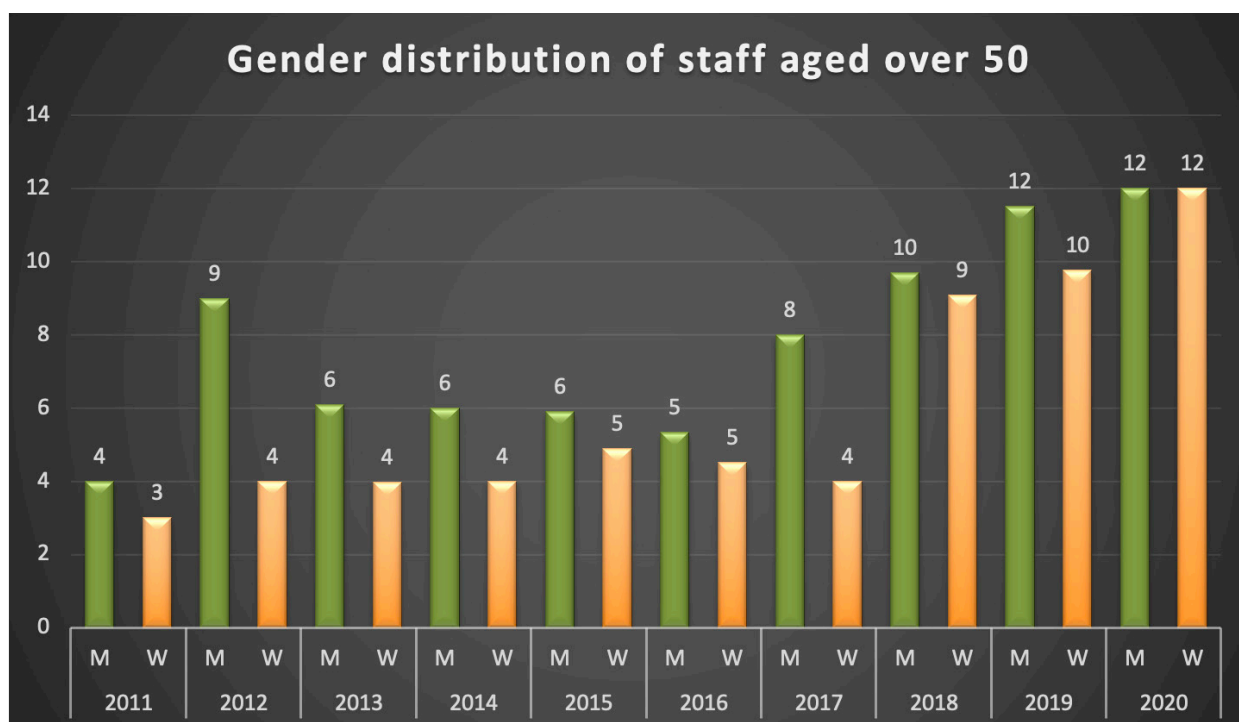


Fig. 15 Gender distribution of staff aged over 50

Current policies at the CMCC

CMCC has deemed an appropriate set of rules included in a Code of Ethics and Conduct to regulate the research center's activity and working environment. The purpose of the Code is to set a system of rules that shall be applied to all those that work in the name and on behalf of the CMCC, in internal professional relationships, and in managing external relations.

The overall principle at the basis of the Code is that: "Employees, regardless of their role and position, shall collaborate with the CMCC in promoting and keeping a work environment where individual dignity and freedom are respected".

In particular:

1. CMCC employees undertake to contrast and, whenever possible, prevent behaviours that may in some way damage the psychological and physical health of colleagues and other persons they come into contact with at work;
2. The CMCC informs its recruiting, remuneration, and training policies of employees and collaborators on standards of professionalism, competence, and merit, rejecting any kind of discrimination or pressures of any origin.

The functions of consulting and controlling the observance of the Code of Ethics application and the definition of any sanctions in case of failures are assigned to the Ethics Committee.

The Ethics Committee is made up of an internal member (within the CMCC) and two external members selected through a selection process.

In particular, Dr. Antonio Cavallari, Dr. Alfredo Lamorgese, and Dr. Roberta Perrotta (CMCC Legal Office) were members from March the 15th 2017 for 3 years; Dr. Antonio Cavallari, Dr. Alfredo Lamorgese, and Dr. Roberta Pinna (CMCC Legal Office) have been in charge since March 2020.

Each CMCC collaborator and/or employee, consultant, executive officer, or director shall report behaviours and/or situations that may breach the Code of Ethics to the President of the Ethics Committee.

With the aim of adopting a decision, the Ethics Committee may jointly or separately convene the subjects involved in the reported facts or anyone aware of the facts, respecting the dignity of individuals and the right to privacy. The Ethics Committee promptly deliberates and reports its findings to the various parties involved.

The overall principles of the Code of Ethics are also applied for staff recruitment and management policies of employees and collaborators to promote the individual's inclusion in the work environment. In this sense, CMCC policies related to employee and collaborator staff recruitment and management policies encourage inclusion in the work environment. CMCC's recruiting, remuneration and training policies of employees and collaborators are

based on professionalism, competence, and merit standards, rejecting any kind of discrimination or pressures of any origin aiming at supporting the employment or tasks assigned to the benefit of persons or subjects not based on free choices.

The Human Resources office follows the recruitment process. It is in charge of monitoring the respect of the CMCC recruiting policies and salary ranges, supporting the interview phase, and carrying out the employment contract. The CMCC has always managed the working time of its staff with great flexibility, especially regarding the scientific figures, in consideration of the nature of their work, not bound to any specific working hour. Before 2015, most of the scientific personnel were composed by independent contractors, who were free to organize their own working time, only requesting to coordinate their activities with their CMCC's focal point. From 2015 onwards, as an effect of the nation labour reform called Jobs Act (L. 183/2014) and of the hiring activity that has arisen from it, the employee staff of the CMCC has started to be equally composed of both administrative and scientific personnel.

Starting from official working hours, all CMCC employees can arrive at the office from 8:00 to 9:30 AM (with consequent slippage of the exit time). Even potential absences during the working day can be recovered daily. For the scientific and the senior personnel, there has always been the possibility to manage more flexibly their working time, since CMCC gives the option to clock just one time in the Attending SW, instead of the four times (entry, beginning lunch break, ending lunch break, exit) foreseen for the other employees. Recently, with the introduction of the new Attendance SW in every CMCC site, this possibility is going to be extended to all employees, even to juniors and those who belong to the administrative functions.

The salary ranges of CMCC employees and collaborators are based on standard internal tariffs established on specific criteria such as expertise and education backgrounds (degree, post-degree, PhD). This prevents at a very early stage any unconscious 'biased' assessment based on gender, age, ethnic, national or social origin, religion or belief, sexual orientation, language, disability, political opinion, social or economic condition. CMCC promotes a multicultural research environment having 16% of researchers currently working at CMCC. The CMCC's Job Posts are disseminated via global job boards (LinkedIn, Glassdoor, ZipRecruiter, etc.) for a foreign candidate to apply. Potential foreign candidates are evaluated from the CMCC's division just like the Italian ones. In the case of hiring, the candidate and their family are supported for the immigration procedure for settling in Italy by the central administration and the research divisions.

The English language is commonly spoken at CMCC and throughout the world of scientific research. All the official documentation of the Foundation (procedures, instructions, job contracts, mass mailing, etc.) is written in both Italian and English. Official FAQs (I-21_GRU "FAQs CMCC Foreign Collaborators") have been prepared and published in the CMCC's intranet site, providing helpful information for foreign collaborators who come to work in Italy. The HR office manages all the immigration procedure requests of new recruits coming from abroad by providing the necessary support regarding the working contract, legal procedure explanation, instructions for filling out the applications for VISA, or other document requests.

Design of the Plan and engagement

The Operational Board appointed for editing the Gender Equality Plan (GEP) of the CMCC is constituted as a professional body from different backgrounds and responsibilities within CMCC, and in charge of assessing a set of procedures, processes, and practices to detect gender inequalities and gender bias.

Following, objectives are defined, targets set, actions and measures to remedy the identified gaps are decided, resources and responsibilities are attributed.

The Reviewers Board is in charge of the overall process quality behind the editing of the GEP. They determine the scope and structure and guarantee the respect of the crucial internal rules and procedures.

The challenge related to gender equality and diversity were identified in June 2021 during the CMCC's Board of Directors, and the audit process was discussed during the meeting of the Operational Board.

The work started by reviewing the CMCC's official document already developed to govern the relationships among staff members with different roles, followed by a collection of gender-disaggregated statistics. A comprehensive analysis was done, and potential ideas to address some points of attention were debated.

The CMCC's GEP is aligned with the following principle set out in the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers:

- Non-discrimination against researchers in any way based on gender, age, ethnic, national or social origin, religion or belief, sexual orientation, language, disability, political opinion, social or economic condition;
- The provision of working conditions for researchers, including for disabled researchers, allows both women and men to have flexibility deemed essential for successful research performance and combine family and work, children and career. Paying attention, inter alia, to flexible working hours, part-time working, teleworking, and sabbatical leave, as well as to the necessary financial and administrative provisions governing such arrangements;
- Gender balance at all levels of staff, including at supervisory and managerial levels. Ensuring equal opportunity policy at recruitment and at subsequent career stage without, however, taking precedence over quality and competence criteria. Striving for equal treatment by guaranteeing an adequate gender balance in selection and evaluation committees. Ensuring that career breaks or variations in the chronology order of candidate CVs are not penalised, but regarded as an evolution of a career;

- Ensuring that the entry and admission standard for researchers, particularly at the beginning of their careers, are clearly specified and should also facilitate access for disadvantaged groups or researchers returning to a research career.

But above that, this Plan highlights the gap between the already existing and desirable practices and actions for promoting the gender perspective on studies and research. Nowadays is very important to make an effort to recognize, boost and promote the research lines related to equality between men and women in every field and area of knowledge which is going to affect in a positive way the life quality of persons, the promotion of equality values and civil equality.

The CMCC GEP will be made available on CMCC website and, of course, disseminated across the Divisions. It will be a living document to be updated regularly, considering the lively and constantly changing reality at CMCC. It will be shared with CMCC employees and collaborators to be inspired into their daily activities to address the above actions and concur to CMCC implementation of GEP. The CMCC's Operational Board for Gender Equality will continue the work during the next three years and monitor the progress and the achievement of the set goals. A Gender impact reporting on the Areas and Actions identified above will be created to assess the progress over the next three years of life span.

The CMCC's Reviewers Board will provide its revisions and approval to CMCC's GEP and will report yearly on progress to the CMCC Board of Directors / Strategic Committee for further review and recommendations. Those recommendations will be reported back to the Operational Board to ensure that those recommendations are integrated in the following year of activities. At the end of the first three years of implementation, the CMCC GEP will be updated and combined with new goals.

Remarks and challenges

On the diagnosis, it has been shown the existence of imbalances in the participation and presence of men and women. Besides, a power distribution that is not equal and segregated at the governing, representation, and participation bodies has been detected. The balanced presence and participation of men and women must be guaranteed at the governing and representing bodies in every field and collectives that contribute to eliminating the obstacles that make it challenging to fulfill the present regulations on gender equality.

CMCC has already undertaken measures to promote policies for strengthening gender balance. Above all, to ensure life/work balance and the flexible ‘by nature’ of research activities, CMCC has in place internal rules and procedures allowing remote working. Since 19/12/2018, CMCC has formally introduced for its employees the possibility to occasionally resort to remote working (Telelavoro) in the face of proven needs (for example, transport strike, weather emergencies, optimization of working times in the days before and after a business trip, proven family needs, etc.). Since 23/01/2020, to increase work/life balance policies for specific categories of workers, the CMCC has provided to the employees, in the period following the termination of the compulsory leave, the possibility of resorting to more stable fixed-term home telework agreements. This regulation was mainly based on the experience of the 2020 pandemic outbreak, where CMCC set up an internal Smart Working procedure that allowed the CMCC scientific and administrative activities to continue regularly working despite strict social distancing rules and local lockdowns.

Along 2021 and thus after the peak of the pandemic, CMCC management decided to keep in place Smart working and remote working options for all employees with special needs (e.g., caregivers, parents of minors, single parents, and so on). These regulations proved to be successful not only during the pandemic but also right after, ensuring employee performance at all levels.

In the next three years, further actions will be promoted to continue to balance the gender issue. Progress will be monitored with gender impacting reports to supervise the fulfillment of the principles established on the balanced presence and participation regulations.

| RESPONSIBLE | OBJECTIVES | MEASURES | TARGET |
|----------------------|---|--|---|
| Training office | Improve the opportunities of women to reach top-level positions | Plan training actions to: <ul style="list-style-type: none"> recognize and value female leadership and developing capacities to lead the organizations; help researchers to explore EU funding opportunities for further financing their research activities. | CMCC women employees |
| Governance bodies | Improve the number of women in the BoD, ExC, SAP | Mentoring activities or any other type, suggested by employee, to boost women's participation in different governing, managing, directing, and representation bodies. | CMCC community |
| Communication office | Increase the relevance of gender issues & awareness with gender-sensitive language; avoid stereotypes in messages | <ul style="list-style-type: none"> publish and increase GEP visibility on CMCC website organize webinar (at least one per year) to present the CMCC's GEP organize a public event every year on gender equality in science with external speakers, and video published on-line review the language on the website and other communication materials monitor gender balance in the event organized by CMCC | CMCC community, public opinion; researchers |

| RESPONSIBLE | OBJECTIVES | MEASURES | TARGET |
|--|--|---|-------------------|
| HR office/ Gender equality commission | Establish monitoring | Develop an operational gender equality monitoring and evaluation tool | CMCC employee |
| CMCC researchers | Contribute to advance in the gender balance research | Increase materials publications integrating a gender dimension | CMCC community |
| Ethics Committee | Include gender-based discrimination into CMCC Code of Ethics | <ul style="list-style-type: none"> Update the CMCC Code of Ethics by including explicit reference to gender-based discrimination Create an email address for reports on gender-based violence | CMCC employee |
| HR office | Ensure same opportunities to all CMCC employees | Apply the CMCC remote working actual regulations and possible improvement of working conditions, based on employee suggestions. | CMCC employee |
| Communication office | Increase awareness on gender issues | Create a program of debate, reflection events, and conferences targeting the researcher community on sensitive topics such as conciliation, violence, and transmission of equality values or inclusive language. | CMCC community |
| Governance bodies | Reconcile work and family needs | Provide economic benefit for parents with children below 6 to help with costs at kindergartens. | CMCC employee |

| RESPONSIBLE | OBJECTIVES | MEASURES | TARGET |
|---------------------|--|--|-----------------|
| HR office | Ensure optimal integration of foreign employees into the Italian system | Provide foreigners with support in the administrative procedure to apply for kindergartens. | CMCC employee |
| CMCC researchers | Ensure a good balance between work activities and family care activities | Suggest organizing meetings at daily hours not affecting family care activities | CMCC employee |
| HR and Legal office | Obtain the Equality Certification | Analyze the law 162/2021, publish a request for service contract, provide the necessary data and information to the bidder | CMCC governance |
| HR and Legal office | Identify tangible action for supporting the transition toward a gender gap reduction | Request for service contract of gender experts | CMCC employee |

Despite all, to achieve absolute gender equality, it is necessary to experience a change in mentality within society, which will take time and, mainly, happen with the contribution of relevant social institutions.

Equal does not mean identical. Often, what is required is not equal treatment but equitable treatment. Equity means recognizing that differences in ability mean that fairness usually requires treating people differently to achieve the same outcome.

