



GENDER EQUALITY PLAN 2023-2025

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1. Introduction

Fondazione Eni Enrico Mattei (henceforth "FEEM" or "the Foundation") is a private, non profit, non partisan, international research institute that engages in high-quality research and studies on economic, energy, and environmental issues at global and local levels. FEEM, with legal and operational headquarters in Milan, was officially recognized by the President of the Italian Republic in 1989 and has been fully operational since 1990. The Foundation is named after Enrico Mattei, entrepreneur, politician, public administrator and founder of ENI (Ente Nazionale Idrocarburi); its assets come from the contributions of its Founders (Eni S.p.a. and other Eni Group companies) and from the annual contributions received, but it conducts its activities on a fully autonomous basis. In 2001, Fondazione Eni Enrico Mattei established the single-member company FEEM Servizi Srl that engages in business activities, consulting and applied research related to the activities and objectives of the Foundation itself.

The core of FEEM's activity is, as the mission states, "*independent, high-quality research addressing the world's greatest challenges to foster a widespread understanding of global issues among stakeholders and to contribute to policy engagement*"¹. In other words, for over thirty years, FEEM has been developing and implementing multiple research projects addressing current and emerging key issues in the broad socio-economic context with the aim of providing output based on data and evidence validated by the scientific community and thereby informing and shaping the public debate. FEEM relies on close collaborations with the academic world by supporting researchers with different levels of experience to foster the cross-fertilization of ideas and the development of human capital.

FEEM is an Italian entity, both in terms of the geographical area and context in which its projects are carried out; however, the Foundation pursues an international dimension through globally relevant project topics and through the creation of partnerships and networks of experts and collaborators who live and work outside Italy.

¹ "We are a leading international institute providing cross-cutting rigorous analysis on Economy, Energy and Environment at a global and local scale. We carry out independent high-quality research addressing the world's greatest challenges to foster a widespread understanding of global issues among stakeholders and to contribute to policy engagement". (Source: <https://www.feem.it/about-us/mission/>)

Based on this strategic international perspective and to reinforce its mission, which considers people a key and indispensable resource, FEEM has decided to adopt this *Gender Equality Plan* (GEP).

The GEP is a tool developed by the European Commission through the European Institute for Gender Equality (EIGE) as a mandatory requirement for entities, universities and research centers to participate in the European Union's *Horizon Europe Framework Program for Research and Innovation 2021-2027*. It is a project and program aimed at achieving gender equality in the organization through structural change, i.e. by planning concrete and measurable actions and initiatives.

With this document, FEEM makes a systematic commitment to combat discrimination, inequality, and disparities in the workplace through clear and transparent priorities and goals that contribute to creating an environment based on individual equity and respect, regardless of the gender and/or sex of each person who works for or comes into contact with the Foundation.

FEEM thus drafted and adopted this GEP that was reviewed and approved by the Board of Directors on November 24, 2022 and subsequently signed by the Executive Director, top manager of the Foundation.

The project to draft the GEP was based on an initial analysis of the context in which the Foundation operates through interviews, with the aim of reporting the as-is status with respect to the following issues:

- Work-life balance
- Organizational structure
- Personnel and career advancement
- Scientific research activities
- Code of ethics and standards of conduct.

After analyzing the state of the art in FEEM, a document was produced and subsequently validated by the Foundation, reporting the general framework of the issues investigated and the information gathered from the debate with the working group.

In this first stage all those involved in the project put forth suggestions and practical initiatives that concerned the above issues.

Following the context analysis from a gender perspective, an action plan was determined based on the following areas of intervention:

1. Work-life balance and organizational culture
2. Gender equality in recruitment and selection procedures
3. Gender balance in research activities
4. Countering sexual harassment and gender-based violence.

The result of the entire process is this document, the *Gender Equality Plan*, which covers a three-year time frame, from 2023 to 2025. The document will be reviewed annually and, if necessary, updated based on the tracking and progress of the Key Performance Indicators (KPIs) identified in the focus areas.

2. Working Group

The working group that drafted the GEP was coordinated by Linda Isola, Head of Administration and Personnel in FEEM. The Executive Director, Alessandro Lanza, was also directly involved.

The other members of the working group are:

- Giovanna Lo Faso - Institutional Secretariat and General Affairs
- Arianna Migliaccio - Administration, Support Activities
- Daniele Calasso - General Accounting and Management Control Manager.

Other FEEM staff members who contributed their expertise on specific areas to help draft the action plan are:

- Filippo Tessari - Head of Director's Office and Head of Human Resources Management
- Cristiano Re - Local Projects Manager and Managing Director of FEEM Servizi Srl
- Chiara Ristori - Communication and External Relations Manager
- Marzio Galeotti - Scientific Research Director

The company Red Public Srl provided external consulting.

3. Context Analysis

The following paragraphs describe the situation in FEEM at the time of writing, October 2022, based on five thematic areas identified during the interviews.

3.1 Personnel and work-life balance

FEEM personnel is formally divided into three groups based on their employment contracts: researchers, collaborators, and staff.

Researchers

Researchers are engaged in scientific research projects and are either employees or consultants. Some researchers have a continuous and coordinated contractual relationship with FEEM based on one or more projects.

Collaborators

Collaborators are staff with collaboration contracts or VAT numbers engaged in non-research related activities.

Staff

The staff includes employees involved in facilities management, support activities for the Executive Director's office, human resources, administration and personnel, communication and external relations, and local projects.

FEEM employees have either full-time (eight-hour workdays Monday through Friday) or part-time contracts.

Employees are granted flexibility in both incoming and outgoing hours. The number of hours worked is calculated on a weekly and not daily basis.

FEEM has adopted a work-from-home policy based on which everyone is allowed to work remotely one day per week. This option is flexible, and extra days of remote work can be granted upon request for sound reasons (i.e. specific problems).

With the aim of fostering work-life balance and promoting the well-being of its employees, FEEM has adopted a set of initiatives that include:

- Meal vouchers for each day worked
- Supplemental health insurance
- Post-Covid check-up package usable by all employees (both individuals who have contracted the virus and individuals who have never contracted it)
- Possibility of on-site flu vaccine at FEEM's expense for employees and collaborators
- Conventions and discounts for leisure time (e.g., at hotels, rentals, stores) for employees and collaborators
- Agreement with a bank: employees and collaborators can apply for a credit card whose maintenance costs are covered entirely by FEEM.

As for the working hours, maximum flexibility applies for collaborators and researchers based on the type of employment contract.

3.2 Organizational Structure

The analysis of the organizational structure was carried out on the three-year 2020-2022² period so as to provide a comprehensive and general idea of the workforce headcount.

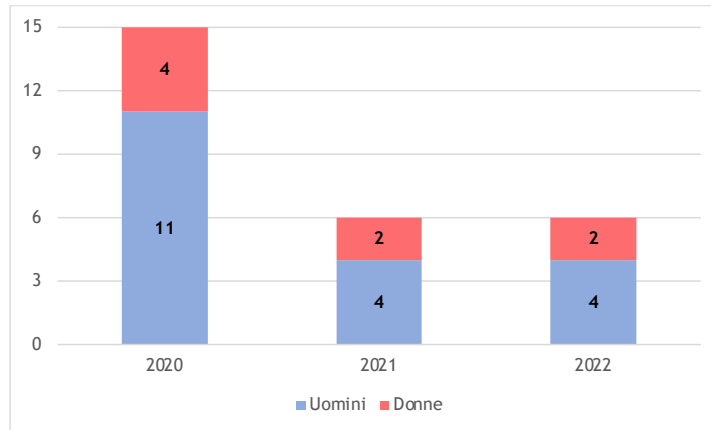
The management bodies of the Foundation are: the Board of Directors (BoD), Chairman, Scientific Advisory Committee, Audit Committee and the 231 Surveillance Body.

- The Board of Directors (BoD): is appointed by Eni S.p.A., and the Foundation plays no role in the appointment process. The BoD consists of a minimum of 5 to a maximum of 15 members who remain in office for a term of three years. In 2020 (2018-2020 three-year period), the BoD had 15 members with a clear male

² At the time of writing this GEP, the year 2022 had not yet ended, so the data reported refer to 09/13/2022.

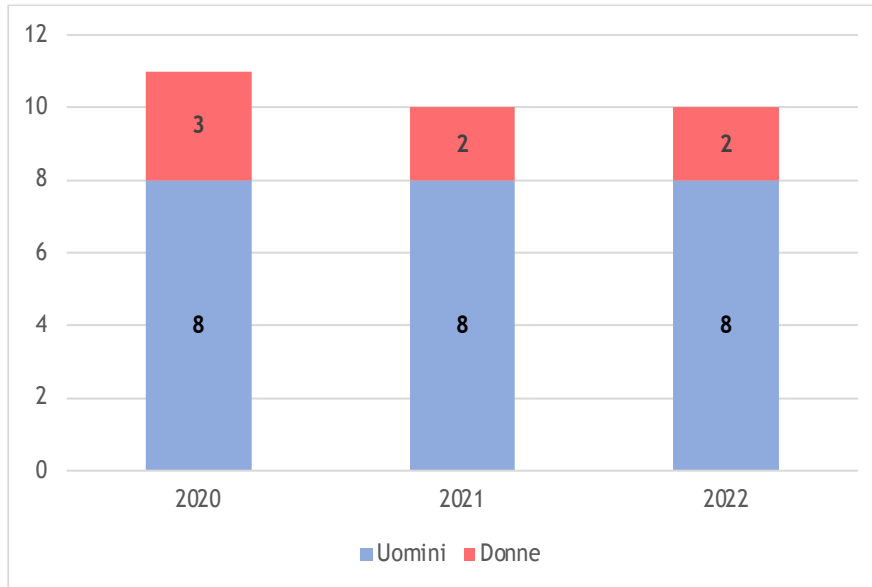
majority, and was chaired by a woman. In the 2021-2024 term, the BoD was again chaired by a woman, and it had only 6 members, 4 male and 2 female.

Fig. 1 - Composition of the BoD in the three-year period 2020-2022



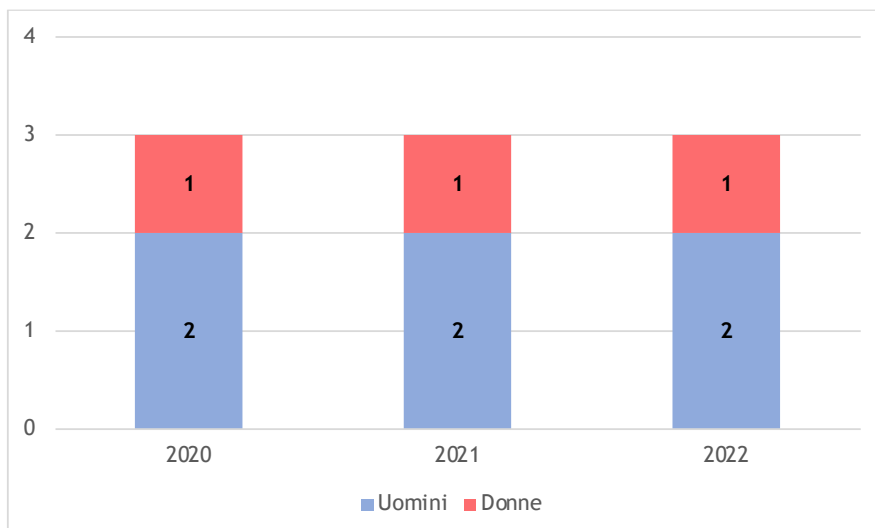
- The Scientific Advisory Board (SAB): is appointed by the FEEM Board of Directors, and it consists of a maximum of 12 members selected from among qualified national and international scientific, academic, and cultural experts; the numerical composition of the SAB may also vary. In 2020, it consisted of 11 members with a male majority, and it was chaired by a man. In 2021 and 2022, the SAB had 10 members, including 8 men and 2 women, and it was still chaired by a male member. The Chair and members of the SAB serve three-year terms and are eligible for re-election.

Fig. 2 - Composition of the SAB



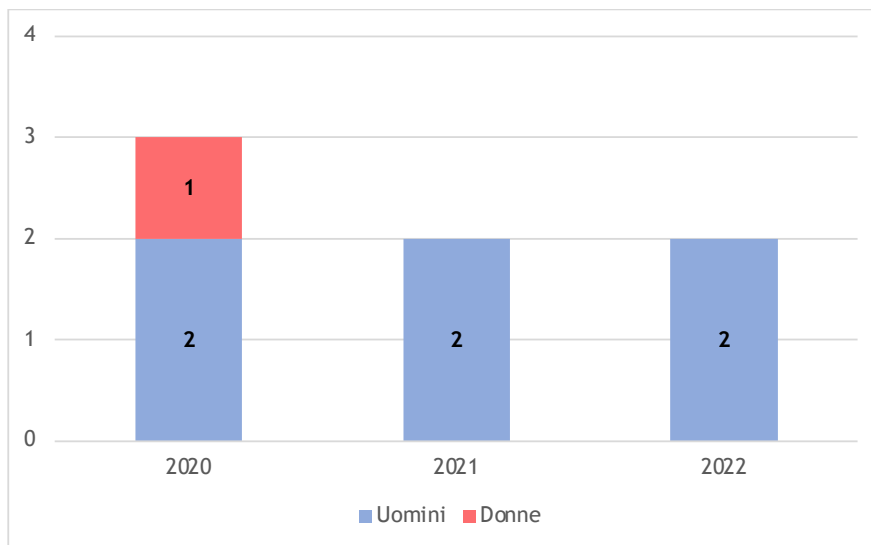
- The Audit Committee: whose Chair is appointed by the Ministry of Economic Development while the two Auditors are appointed by Eni S.p.A. The Foundation plays no role in the appointment process. Since 2020 it consists of 3 members: a chairwoman and two male members. The auditors remain in office for a period of three financial years and are eligible for re-election.

Fig. 3 - Composition of the Audit Committee



- 231 Surveillance Body: is appointed by the FEEM Board of Directors and it also serves a three-year term with a variable numerical composition. In 2020 it consisted of 3 members: 2 men and 1 woman. As of 2021 it consists of 2 male members.

Fig. 4 - Composition of the 231 Surveillance Body



Workforce

At the time of writing FEEM personnel totals 85 people including researchers, collaborators and staff (see distinction in section 2.1 *Personnel and work-life balance*). The Executive Director is Alessandro Lanza who was appointed by the Foundation's Board of Directors upon Eni S.p.A's proposal.

Figure 5 is a snapshot of FEEM's human resources by gender: over the 2020-2022 three-year period, there is a change in the number of male and female resources, with an increase in the former, reflected by changes in the researchers, collaborators, and staff groups detailed in Figure 6. As of today, the workforce consists of 49 men (58 percent) and 36 women (42 percent); however, the history of FEEM's workforce composition shows a substantial gender balance.

Fig. 5 - Composition of the workforce by gender

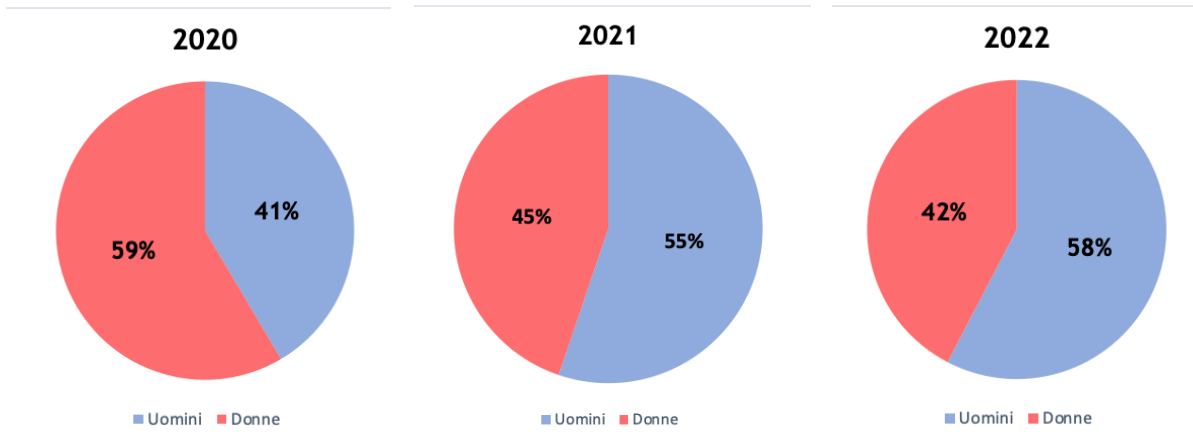
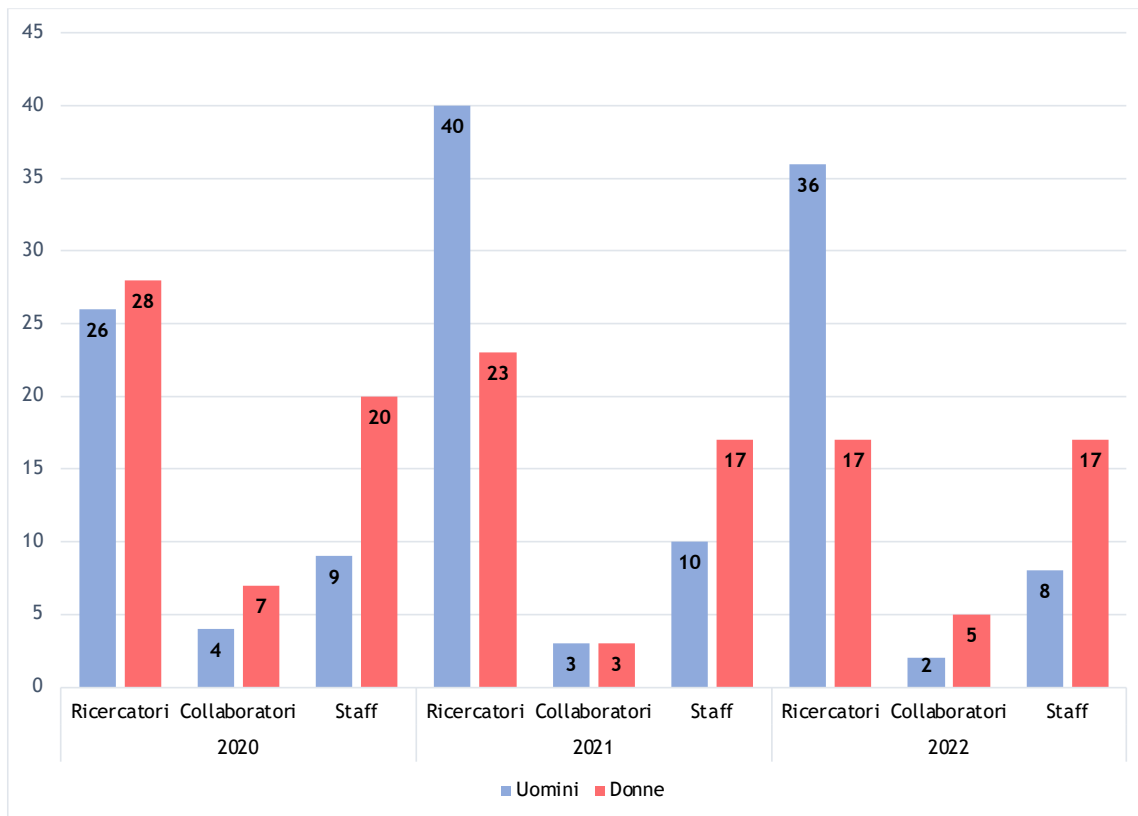


Figure 6 provides a breakdown by role (researchers, collaborators, and staff) and gender (men and women) of the existing workforce in the 2020-2022 three-year timeframe.

Fig. 6 - Composition of the workforce by role and gender



As shown in Figure 6, the number of men and women changes over the years, particularly in the researchers group which currently includes 53 researchers, 36 of whom are men and 17 women; the 7 collaborators include 5 men and 2 women; the staff includes 17 women and 8 men, for a total of 25.

As far as researchers are concerned, in 2022 the men outnumbered the women; however, these numbers should be considered in a dynamic perspective. FEEM researchers have self-employment contracts with VAT numbers or collaboration contracts, with the exception of two women who are employees of the Foundation. This means that in most cases researchers' contracts have a limited time duration. As a result there is a high turnover of researchers who decide to work on projects for specific time periods and then decide to continue their work elsewhere (e.g. starting a PhD or embarking on different careers). In the three-year period under consideration there has been a substantial gender balance in the collaborators category, even though it is a small group.

FEEM staff is involved in managerial and administrative activities, and it is hired under fixed-term/indefinite-term employment contracts. In the three-year reporting period

there was a female majority in the staff group, and at the time of writing there are more than twice as many women as men.

3.3 Recruitment and career

FEEM is constantly seeking new candidates for its workforce throughout Italy, particularly for its numerous scientific research programs that require skills and knowledge related to specific areas. When selecting new candidates, FEEM complies with gender neutrality requirements, starting as early as the drafting of job advertisements that do not specify either the male or female sex. Over the years the Foundation has observed that for some roles, given the nature of the tasks and the propensity to perform them, it is more likely that only female candidates will apply (e.g., for administrative roles) or, conversely, only male applications will be received.

The subsequent recruitment process and gender composition of its staff are thus beyond FEEM's control, and are avowedly influenced by the resumes received that in some cases are submitted mostly, partially or wholly by members of either sex.

Given the limited size of our institution, there are no defined and structured career schemes in FEEM; organizational changes usually occur in the event of resignations, retirements, or for organizational needs. However, career advancement can be identified in contractual and/or economic level growth. Each year the Foundation awards bonuses to a selection of employees based on a review of competencies and the achievement of specific verifiable goals with an evaluation form which is the same for all the personnel. Monitoring goals achievement is the responsibility of area managers (e.g. administration and personnel, local projects, facilities management and services etc.). Salary levels are the same for men and women at equal levels of the current collective labor agreement and job description.

3.4 Scientific Research Activities

Scientific research, studies, and training and information initiatives represent the core of FEEM's activities. The Foundation works in close touch with the academic world, and thus adopts the same dynamics in terms of staff gender equality. For example, most of FEEM's research programs are coordinated by men, because the coordinators come from the academia, which is still characterized by a predominantly male gender imbalance. In

specific research areas (e.g., engineering), there is still a preponderant male presence. This structural characteristic of some academic disciplines is reflected in the tendency to have male researchers in the discussion panels and conferences organized and promoted by FEEM. However, in choosing the speakers, the Foundation's guiding principle is the speaker's expertise in a given discipline; FEEM therefore evaluates the expert's background and experience in a particular field regardless of gender considerations. This is an advantage for the Foundation, which is always represented by experts who have in-depth knowledge of the issues in question and can thus contribute to enhancing FEEM's reputation among its stakeholders.

3.5 Code of Ethics and Standards of Conduct

FEEM fulfils the obligations contained in Legislative Decree 231/2001 with the adoption of *Model 231* available in the Foundation's website and updated as of November 26, 2021. The Code of Conduct adopted by the Foundation and updated as of April 8, 2019 is an integral part of *Model 231* (Annex A), and clearly defines the principles of and responsibilities taken by the Foundation towards all its Stakeholders, both internal and external. The Code of Conduct is guaranteed by the Surveillance Body (SB), also established on the basis of *Model 231*, that at the drafting of this document consists of Angelo Piazza (Chairman of the SB) and Antonio Cristodoro.

The Code of Conduct contains a section dedicated to harassment or mobbing in the workplace: FEEM declares that it is committed to achieving the best organizational well-being and therefore forbids all forms of violence, harassment, and mobbing while also providing generic examples of workplace actions that fall under this category. FEEM forbids all forms of violence or harassment, whether sexual or related to personal and cultural diversity.

Whenever there are deviations from the Code of Conduct, the person or persons affected by the forbidden actions can contact the Surveillance Body through a dedicated mailbox (which, however, does not guarantee the full confidentiality of the reporter) or through a generic reporting platform, i.e. whistleblowing, which allows for safe and independent reporting of unlawful behaviour in either of two ways:

- non-anonymous but confidential, which guarantees the confidentiality of the reporter through an appropriate computer technology process
- totally anonymous.

All reports are handled by the Surveillance Body in accordance with a special *Procedural Protocol for Whistleblowing Reports* that regulates the receipt, analysis and handling process.

Action Plan

Based on the previously described state-of-the-art and with a clear commitment to achieving gender equality, FEEM has designed and approved the following action plan over a three-year time frame, 2023-2025.

Based on the indications of the European Commission, the following areas of action have been identified:

- Area 1: Work-life balance and organizational culture.
- Area 2: Gender equality in recruitment and selection procedures
- Area 3: Gender balance in research activities
- Area 4: Measures to combat gender-based violence, including sexual harassment.


The following have been identified for each area of action:

- Actions and tools needed to achieve the objectives
- Managers who will be responsible for carrying out the actions planned
- Direct and indirect targets
- Timelines for implementing the actions
- Relationship with the Goals and Targets of the UN 2030 Agenda.



FEEM will allocate adequate human and financial resources, and implement the necessary organizational changes for the design, implementation and monitoring of this action plan.

4.1 Areas of intervention



4.1.1 Work-life balance and organizational culture

Area 1: Work-life balance and organizational culture									
ACTIONS	TOOLS	RESPONSIBILITY	DIRECT TARGET	INDIRECT TARGET	INDICATOR	TIME LINE			SDGs CORRESPONDENCE
						2023	2024	2025	
Integration of the current Welfare plan	New conventions and services useful to the employees and their families	HR	FEEM employees	Families of FEEM employees	Number of employees that use such conventions and services	X	X	X	 <p>Goal 4: Achieve quality, equitable and inclusive education and learning opportunities for all</p>
Training for personal growth	Development of training schemes (documents, slides, training manuals) on human resources development	HR, Communication	FEEM employees	FEEM employees	Number of training schemes and communications sent		X	X	
Disseminating the adoption of the GEP and its goals among the personnel	Meetings on the plan, monitoring and updating, collecting feedback	Administration, HR, Communication	All FEEM personnel	All FEEM personnel, External stakeholders	Number of meetings organized per year. Number of proposals received and included in the plan	X	X	X	
	Events and meeting on GEP themes	HR, Communication	All FEEM employees, project partners	Companies	Number of events and meetings organized per year	X	X	X	


4.1.2 Gender equality in recruiting and selection procedures

Area 2: Gender equality in recruiting and selection procedures									
ACTIONS	TOOLS	RESPONSIBILITY	DIRECT TARGET	INDIRECT TARGET	INDICATOR	TIME LINE			SDGs CORRESPONDENCE
						2023	2024	2025	
Eliminating all types of discrimination in the selection phase	Creation of guidelines for a fair and inclusive selection process	UHR, Administration	Candidates and personnel interested in the job positions	FEEM employees	Monitoring of the selection process even through candidates' feedback	X			 <p>Goal 5: Achieve gender equality and empower all women and girls</p>  <p>Goal 8: Promote inclusive and sustainable economic growth, employment and decent work for all</p>

4.1.3 Gender balance in research activities

Area 3: Gender balance in research activities									
ACTIONS	TOOLS	RESPONSIBILITY	DIRECT TARGET	INDIRECT TARGET	INDICATOR	TIME LINE			SDGs CORRESPONDENCE
						2023	2024	2025	
Achieving gender balance in research	Creation of guidelines for the process of collecting researchers' candidatures, evaluation of resumes and allocation of research activities for a fair and inclusive selection process	Research Management	Researchers	External stakeholders	Monitoring of the selection process and activities allocation even through feedback from the candidates	X			 <p>Goal 4: Achieve quality, equitable and inclusive education and learning opportunities for all</p>
Achieving gender balance in the composition of the discussion panels and in meetings	Drafting of guidelines to address the selection of male/female speakers and male/female discussants on a fair and equal basis	Communication, Event	Researchers	External stakeholders	Internal control activities to check compliance with the guidelines	X			 <p>Goal 5: Achieve gender equality and empower all women and girls</p> <p>5.5: Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life</p>

4.1.4 Actions against sexual harassment and gender violence

Area 4: Actions against sexual harassment and gender violence									
ACTIONS	TOOLS	RESPONSIBILITY	DIRECT TARGET	INDIRECT TARGET	INDICATOR	TIME LINE			SDGs CORRESPONDENCE
						2023	2024	2025	
Streamlining of procedures to report inadequate conduct, harassment and discrimination: offer of direct support	Creation of an internal committee to streamline reporting	Executive Director and Administration	FEEM Personnel	FEEM Personnel, Surveillance Body	Establishment of the committee	X			 <p>Goal 5: Achieve gender equality and empower all women and girls</p> <p>5.1 End all forms of discrimination against all women and girls everywhere</p> <p>5.2 Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation</p>
	Agreement with an external psychological support service	Administration	FEEM Personnel	FEEM Personnel	Establishment of the agreement	X	X	X	
Raising awareness on gender violence among personnel	, Information disseminated with different tools on the procedures and support to employees in cases of violence	Communication	FEEM Personnel	FEEM Personnel	Number of informative notices sent	X	X	X	
Disseminating awareness on the use of proper language	Guidelines on language and conduct focused on respect of gender difference	Communication	FEEM Personnel	FEEM Personnel	Adoption and publication of guidelines in the intranet	X			

4. List of acronyms

EIGE	European Institute for Gender Equality
ENI	Ente Nazionale Idrocarburi
FEEM	Fondazione Eni Enrico Mattei
GEP	Gender Equality Plan
SB	Surveillance Body
SDG	Sustainable Development Goal

5. Documents consulted

- Gender Equality in Academia and Research - GEAR tool
<https://eige.europa.eu/gender-mainstreaming/toolkits/gear>
- Horizon Europe Guidance on Gender Equality Plans (GEPs), Directorate-General for Research and Innovation
- Step-by-step guide to structural change in academia and research organizations, EIGE
- Fondazione Eni Enrico Mattei By-Laws
- FEEM Organization Chart
- FEEM: Whistleblowing, Introductory Manual for Users
- FEEM: Model 231
- FEEM web site <https://www.feem.it/>

6. Figures

Fig. 1 - Composition of the BoD in the 2020-2022 three-year timeframe

Fig. 2 - Composition of the SAB

Fig. 3 - Composition of the Audit Committee

Fig. 4 - Composition of the 231 Surveillance Body

Fig. 5 - Composition of the workforce by gender

Fig. 6 - Composition of the workforce by role and gender