

Guidelines on the management system for gender equality which provides the adoption of specific KPIs (Key Performance Indicator) relating to gender equality policies in organizations

Linee guida sul sistema di gestione per la parità di genere che prevede l'adozione di specifici KPI (Key Performance Indicator - Indicatori chiave di prestazione) inerenti alle Politiche di parità di genere nelle organizzazioni

This UNI/PdR defines the guidelines on the management system for gender equality which provides for the structuring and adoption of a set of performance indicators (KPIs) inherent to gender equality policies in organizations.

This UNI/PdR for gender equality in organizations provides for the measurement, reporting and evaluation of gender data in organizations with the aim of bridging existing gaps as well as incorporating the new gender equality paradigm into the DNA of organizations and producing sustainable and lasting change over time.

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FOREWORD

This UNI/PdR 125: 2022 reference practice is not a national standard, but it is a document published by UNI, as required by EU Regulation 1025/2012, which reflects the results of the discussion held during the Working Table on the gender certification of companies provided for by the PNRR (National Recovery Plan) Mission 5, coordinated by the Department for Equal Opportunities with the participation of the Department for Family Policies, the Ministry of Economy and Finance, the Ministry of Labour and Social Policies, the Ministry of Economic Development and the National Equality Councillor.

This document gathers provisions relating to shared practices among parties representing the market and society, signatories of a collaboration agreement with UNI, represented in the “Gender Equality” Table lead by UNI.

This document has been designed using gender neutral language.

This reference practice was ratified by the President of UNI and was published on March 16, 2022.

The reference practices, adopted exclusively at national level, are among the "products of European standardization", as provided for by EU Regulation 1025/2012, and are documents that introduce technical prescriptions, developed on the basis of a rapid process restricted to only authors, under the operational management of UNI.

The reference practices are available for a period not exceeding 5 years, the maximum time from their publication within which they can be transformed into a normative document (UNI, UNI/TS, UNI/TR) or must be withdrawn.

Anyone who believes, following the application of this reference practice, to be able to provide suggestions for its improvement is requested to send their contributions to UNI, the Italian National Standard Body, which will take them into consideration.

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0 INTRODUCTION

0.1 CONTEXT¹

According to the latest report on gender equality from the World Economic Forum (WEF, 2021), no country in the world has bridged the gender gaps. The most advanced countries in terms of gender equality (Iceland, Finland, Norway, Sweden) have closed a little more than 80% of the gap. Looking at gender equality across four dimensions - economics, education, health and politics, the WEF estimates that, globally, 96% of the gap in health, 95% of the gap in education, 58% of the gap in opportunities and economic participation and only 22% of the gap in politics and representation have been closed. In this ranking, which covers 156 countries, Italy is in 63rd position and, if we focus solely on the economic component, Italy ranks 114th. Economic participation emerges as the most critical dimension for our country². The best-known and most characteristic data in Italy concerns the **low female employment rate**. In 2018 (population 15-64 years) it stood at 49.5% (Istat), an almost stable value over the last decade. The corresponding male rate is 67.6%. Employment varies a lot within the country, going from 59.7% in the North to 55.9% in the Centre and only 32.8% in the South. With these values, Italy ranks among the lowest in Europe, ahead only of Greece and Malta. The situation improves with regard to younger people: among Italian 25-34 year olds women, the employment rate is 53.3% (69.9% for men) but only 34% in the South.

The low employment rate conflicts with the results in **education**. Italian women are now more educated than men: according to Censis (2019), female graduates in Italy are equal to 56% of the total. The majority of post-graduate students are women: they represent 59.3% of people enrolled in research doctorates, specialization or masters courses. However, they are still in the minority in STEM (science, technology, engineering, mathematics) degree courses. According to the AlmaLaurea 2018 report on the profile of graduates, men who achieved a university degree in a STEM path in 2017 represent 59%, with particularly high proportions in the engineering (74%) and scientific (68.4%) categories. Among non-STEM graduates, women prevail (they are almost two out of three).

In general, when they work, women are a weak player on the labour market. Various indicators highlight this, including income and type of work. According to Eurostat, comparing the average gross hourly **income** for men and women, women in other European countries earn about 16% less than men. In Italy the difference is smaller: under 10%. However, this figure is misleading: when the employment rate is low, as in Italy, the selection in the labour market is greater, with the consequence that only the more educated women work and their salaries are higher. In order to correctly consider this data, the studies make a statistical correction for the selection effect, following which the Italian data realigns itself with the European average. In 2018, 32.4% of employed Italian women (15-64 years, Istat) worked **part-time** against only 8% of men. Istat estimates that 60% of part-time work is involuntary.

Women who work on a **fixed-term** basis constitute 17.3% of the total number of female workers.

¹ It should be noted that the aforementioned data refer to what is available at the time of publication of the UNI/PdR and that could also vary significantly over time.

² See Profeta, Paola, *Gender equality and public policies*, EGEA, 2020.

Maternity remains an obstacle in the path to achieving gender equality in the labour market, as the choice to have a child has highly asymmetrical effects on men and women. First of all, motherhood involves a reduction in female participation in the labour market: according to Istat data (2019), in Italy the employment rate of mothers (25-64 years) is 54.5%, against 83.5% of fathers. Secondly, mothers who continue to participate in the labour market also suffer a significant reduction in income, compared to a substantial invariance of the earnings of fathers. A growing number of studies have highlighted how the so-called child penalty – the cost on the labour market of childbirth – is a widespread phenomenon in several developed countries, affecting mothers, but not fathers.

According to an INPS study in 2020³, in Italy, the birth of a child determines for the woman a reduction in the probability of continuing to work and a loss of income in the 24 months following the birth compared to what would have happened if she had not had a child.

The penalty is very pronounced in the short term – in particular in the year of leave and in the following year – but also continues several years after the birth. Fifteen years after maternity leave, mothers' gross annual income is 5,700 euros lower than that of childless women compared to the period before birth.

In the Italian context, there are typically male **employment sectors**, such as industry and construction (respectively 71% and 89% male), and sectors **with a prevalence of female employment**: services and in particular health, education, accommodation and catering, and artistic activities (the percentage of women employed in these sectors is about 50%). Women are less present in the sectors that are more remunerative.

The de-specialization process that has affected Italy since 1993 has favoured female participation in the labour market. A more careful analysis of the data (Ateco 5 digit) shows, however, that, within these sectors, **women often do not hold positions of responsibility**. Within the Scientific and Technical Professional Activities sector (Ateco M), the majority of women are concentrated in the services provided to professional companies, whilst in the healthcare sector (Ateco Q Healthcare and Social Assistance) women are mainly present in sectors such as residential and non-residential social assistance. In conclusion, if on the one hand the de-specialization process has favoured women, increasing the importance of the productive sectors in which female participation is higher in all regions of Italy, on the other hand this participation consists mostly of professional figures in the middle level range, often undertaken to support other activities. The presence of women is concentrated in sectors with low added value, in small and very small organizations or in large organizations but with medium-low professional figures (blue-collar and office workers).

A further aspect to consider regards women's careers. Women in **management** positions in Italy are about 27% (Istat) of the total. The glass ceiling – the obstacles that working women encounter in their career to reach the top positions – is still a widespread phenomenon. In managerial positions, gender differences relating to income are higher, equal to about 23% (Istat).

Not least, there is the metaphor of the “sticky floor” used to underscore the vertical segregation that sees women forced into medium-low positions and, consequently, less well paid.

³Source:

https://www.inps.it/docallegatiNP/Mig/Allegati/03_XIX%20Rapporto%20INPS%2024.10.2020_ver3_compressed.pdf pp. 330-333

An element of change in this area is represented by the presence of women on the **boards of directors** and boards of auditors of listed companies, which jumped from 7% in 2011 to the current 39%. This change, the most significant in the Italian context of gender statistics and one of the most significant among European countries, was achieved thanks to the introduction in August 2011 of gender representation quotas (Golfo-Mosca Law 120/2011), strengthened and prolonged from January 2020 (Budget Law 160/2019). Unfortunately, as highlighted above, this result did not translate into a parallel development of the presence of women in top management positions and on executive committees.

The **Covid-19 pandemic** broke out in a particularly difficult context situation for Italian female employment and risks accentuating the gaps. There are now numerous studies showing that gender gaps are likely to widen during the pandemic. Women represent a weak element on the labour market and crises affect especially the weakest categories. Unlike the 2008 financial crisis, which tended to hit typically male sectors such as industry and construction, the shock caused by Covid-19 also hit services, a sector with a prevalence of female employment. The shock of 2008 caused a **"Man-cession"** during which male employment decreased but female employment increased. Precisely following the economic-financial shock of 2008, many women decided to enter the labour market, passing from an inactive to an active situation (active = employed + unemployed). The joint reading of the trend of data relating to the labour market of men and women highlights some critical issues. While the economic shock caused men to lose their jobs, women entered the job market to try to support the family. However, the need to work has often led them to accept less skilled or part-time jobs. The pandemic crisis, on the other hand, is identified as a **"She-cession"**. The majority of people employed in sectors such as health and education are women and they are exposed to a high risk of contagion. They are mainly employed in the services sector, which has been severely strained by the pandemic. Furthermore, the burden of increased domestic and care work generated by the pandemic tends to fall on women.

Alongside minor interventions, aimed at acting on the corporate DNA, and on gender balance, it is also necessary to take into consideration the **Gender Impact Assessment (GIA) of public policies**.

In March 2020, the European Union prepared the document **"A Union of equality: the strategy for gender equality 2020-2025"** defining political objectives and key actions to achieve gender equality by 2025. The strategy provides for the implementation of specific measures aimed at achieving gender equality, combined with greater integration of the gender dimension **"by systematically incorporating a gender perspective at every stage of policy making in all areas of EU action, both internal and external "**. The strategy will be implemented in full compliance with the principle of intersectionality as defined by the European Institute for Gender Equality (EIGE) as an *"analytical tool for studying, understanding and responding to the ways in which sex and gender intersect with other personal characteristics/identities and the ways in which these intersections contribute to determining specific experiences of discrimination"*.

Among the actions that the EU proposes in the context of gender mainstream, **the evaluation of projects in terms of gender - the Gender Impact Assessment** - assumes particular importance. It is defined by the EU as follows: *"Gender impact assessment is the process of comparing and assessing, according to gender relevant criteria, the current situation and trend with the expected development resulting from the introduction of the proposed measure"*⁴.

The GIA is promoted to estimate the different effects (positive and negative) of any policy, during or following implementation, in terms of gender equality. Consequently, it takes into account the various needs, characteristics, priorities and behaviours of the individuals to whom the policies are ultimately addressed (European Commission, 2003). The challenges posed by this analysis are many and they concern: identifying the potential impacts on women and men and on gender relations, the acquisition of statistical information, or data disaggregated by gender and sufficient to assess the impact of the action proposed by the policy and the choice of indicators to gauge the change in roles and gender relations. Unlike gender analysis, which is aimed at capturing differences of gender and of conditions in terms of access to resources, activities and decision-making processes, **the GIA goes further because it provides information on the effects of any proposed policy or action, it asks for quality statistical information on which to base political decisions and intends to increase the level and quality of participation of women and men at all levels of society.**

The policies, in accordance with the GIA, are evaluated not only for their effectiveness but also with respect to maintaining a balance between men and women, both in terms of employment and social aspects. This last dimension represents a particularly important element as the social repercussions deriving from the exclusion of women from the productive life of the country can generate the poverty trap.

It should also be noted that in July 2021 Italy prepared – through the Minister for Equal Opportunities – the National Strategy on Gender Equality 2021-2025, which is inspired by the Gender Equality Strategy 2020-2025 of the European Union, and is closely related to the National Recovery Plan, of which one of the legislative provisions is the Law of November 5, 2021 n. 162 on income parity. The law introduces significant changes, including the modification of the notion of "indirect discrimination" to include acts of an organizational nature or that affect working hours, data transparency, the expansion of companies required to submit a report every two years on personnel and, above all, the CERTIFICATION of gender equality, for virtuous companies, which are also granted welfare payment reductions and bonuses in the evaluation of public tenders.

0.2 THE NEED FOR GENDER BALANCE

The third UN Millennium Development Goal is *"to promote gender equality and empower women"*.

Among the 17 Sustainable Development Goals (SDGs) of the 2030 Agenda, Goal 5 sets the target of achieving gender equality and empowering all women and girls. In addition, more generally, Goal 10 targets inequalities within and among nations.

⁴ *"Gender impact assessment is the process of comparing and assessing, according to gender relevant criteria, the current situation and trend with the expected development resulting from the introduction of the proposed policy"*.

NOTE In support of the achievement of the UN objectives of the 2030 Agenda, the national, European and international system of technical standardization is also working to ensure that the issue of gender equality is a key element both in the technical documents and in the development processes of the standards. In this context, UNI signed the UNECE Gender Responsive Standards Declaration⁵, a document developed by (UNECE United Nations Economic Commission for Europe) which aims to give greater power and value to women, making gender equality concrete and effective, also through a process of standardization that aims to create standards that pay increasing attention to gender diversity.

Gender equality is known to be an engine of economic growth and development⁶. Since the distribution of talents and skills among men and women is the same, and women on average possess a human capital and a capacity for productivity in no way inferior to that of men, a full valorisation of female talent becomes a fundamental element in creating economic growth. Furthermore, female employment represents a direct contribution to the GDP and the creation of economic growth, as measured by many international organizations: according to IMF estimates, if female workers were numerically equal to male workers, in Italy the GDP would increase by 11%. The participation of women in economic life and in economic and political decisions entails a broadening of perspectives which is essential for driving **innovation and performance**.

Recent literature underlines that more **inclusive companies are able to create higher value**. For decades, there has been significant non-academic evidence that identifies the positive correlation between the presence of women in decision-making positions and corporate performance⁷. This evidence, albeit helpful, is not able to identify if corporate performance increases because there are more women or if better performance leads to more women being employed, or indeed if both the presence of women and the performance improve due to external factors that determine them, for example a more favourable culture or a more dynamic labour market. However, today we have rigorous studies capable of estimating the causal effect that female leadership has on economic results. For Italy, the studies conducted with reference to the introduction of gender quotas are significant; an external factor that increases the number of women in decision-making positions independently of other factors⁸ and which therefore allows the cause-effect relationship to be clearly identified. The positive results are confirmed. What are the channels that explain them?

In part, the positive relationship depends on the specific individual characteristics of women (aversion to risk, ability to negotiate, long-term vision, sensitivity to sustainability issues) on how they relate, on their ability to interact in groups, and in general on what can be defined as the **female leadership style**, more inclusive and oriented towards innovation than the male one. In part, the

⁵ <https://unece.org/trade/wp6/thermatic-areas/gender-resp-stds-decl>

⁶ All international organizations agree on the positive impacts of gender equality on the economy, which for decades have estimated the positive and significant impact of gender equality on GDP. See Profeta, Paola, *Gender equality and public policies*, EGEA, 2020, for an analysis of the direct and indirect effects of the relationship between female employment and economic growth.

⁷ Mc Kinsey & Company, *Diversity wins: how inclusion matters*, 2020.

<https://www.mckinsey.com/featured-insights/diversity-and-inclusion/diversity-wins-how-inclusion-matters>

Mc Kinsey & Company, *Women matter: Ten years of insight on gender diversity*, 2013.

<https://www.mckinsey.com/featured-insights/gender-equality/women-matter-ten-years-of-insights-on-gender-diversity>

Catalyst, *Why diversity matters*, 2013

<https://www.catalyst.org/research/why-diversity-matters/>

⁸ See Ferraro Valeria; Ferrari Giulia; Profeta Paola; Pronzato Chiara, "Do board gender quotas matter? Selection, performance and stock market effects. Management Science, forthcoming", 2021.

positive relationship can be seen as the result of a beneficial competition that is triggered when women take part in the selection process: when leadership positions open to men and women and the range of candidates widens, the **quality level** improves and selection becomes more effective. The result is that decision-making positions will be occupied by more qualified people who will make more valuable choices. Finally, existing studies show that the presence of women in decision-making positions is accompanied by the definition of a **new agenda**, where issues such as inclusion, sustainability, work-life balance become priorities. These are issues with a strong propulsive impact on productivity and business value, confirming that gender equality can engender virtuous circles that bring benefits for the company, for society and for the economy.

0.3 OBJECTIVES AND INSTRUMENTS

The goal of gender equality, now adopted at institutional, national and international level, starting with the UN Agenda 2030 and including the European guidelines, requires radical interventions to overcome gender stereotypes, concerning both the work and family contexts, and to undermine the sources of inequality. In addition, the economic and social impact of the Covid-19 pandemic requires companies to change the paradigm in the organization of work and makes the inclusion of 51% of the country a priority and essential at all levels: namely, women.

To achieve a true paradigm shift it is necessary that the principles of gender equality and respect for diversity are integrated into **corporate objectives** and it is therefore necessary for organizations to equip themselves with adequate tools through which they can:

- pay attention to and set specific goals for each phase of the work of women within organizations,
- clearly and systematically measure progress achieved,
- certify the results achieved by following qualified and transparent processes.

Organizations undertake to implement the principles of gender equality, throughout the professional path and life stages of female workers, from the moment of recruitment to retirement, with the aim not only of increasing the presence of women within the work context but also to guarantee equal career opportunities, up to the most important senior positions. This includes equal pay, work-life balance conditions which are appropriate to the different life stages and proactive roles in balancing family burdens between men and women, as well as a work environment that rejects stereotypes, discrimination, any form of physical, verbal, digital abuse and instead proposes a culture of diversity and inclusion.

The adoption and fostering of a management system for gender equality, which may also lead to the "Certification of gender equality" for the organizations that adopt it, promote and protect diversity and equal work opportunities, measuring progress and results through the preparation of specific **KPIs**, which are taken into consideration in the official documents.

Since the economic system works by means of incentives, it is necessary to imagine a **reward mechanism** for organizations that adopt a management system for gender equality, with the aim of guiding Italian organizations towards a model that promotes equality between the sexes and **the creation of greater sustainable value**.

In the Italian context, we have highlighted some specific elements of particular attention, which lead us to identify the following critical aspects of the **behaviour of organizations** towards female work:

- **Salaries and careers.** Women are penalized in terms of pay and professional growth paths; they occupy lower professional levels and in less profitable sectors. These gender gaps cannot be fully explained by the observable characteristics of men and women, nor by the individual free choices of women or families, nor by the institutional context. Instead, they are the result of factors that have their roots in a corporate culture that is not very open to gender equality and which does not see its lack of attention to gender equality penalized. Incentives to enhance gender equality are effective measures to remove this criticality.
- **Parenthood and family care.** Despite the precise and full legislative framework in Italy, parenthood is still a discouraging element for female employment, since organizations attribute a high and asymmetrical cost to it compared to that linked to paternity. On the basis of statistical discrimination processes, organizations attribute to mothers on average a greater involvement than fathers in family and home management (evidence proved by the data) and they therefore prefer to hire and promote men, who do not have these tasks. Consequently, within the couple there will be a real incentive for women to devote themselves more to care work and domestic work and for men to invest in work and career. This applies both to the care of children and to other family tasks, such as caring for the elderly or other frail individuals in the household. A discriminatory equilibrium, from which it is difficult to escape, is thus generated without specific measures designed for the purpose.
- **Management bias and management processes.** Management processes are not gender neutral. The existence of explicit but also implicit biases within organizations has been measured by an ample economic literature. The selection processes are also not neutral: a completely male group of evaluators will be less able to assess the abilities of a female worker. The result, however, is not efficient, as it can lead to the selection of candidate profiles not on the basis of merit and therefore of future performance, but on the basis of other characteristics. In other words, the presence of biases is very expensive, and removing bias is extremely difficult. The first step is the recognition of their very existence, thanks to objective measurement indicators. Managing business processes will become more efficient.

1 SCOPE AND FIELD OF APPLICATION

This UNI/PdR defines the guidelines on the management system for gender equality which provides for the structuring and adoption of a set of performance indicators (KPIs) inherent to gender equality policies in organizations.

This UNI/PdR for gender equality in organizations provides for the measurement, reporting and evaluation of gender data in organizations with the aim of bridging existing gaps as well as incorporating the new gender equality paradigm into the DNA of organizations and producing sustainable and lasting change over time.

The document does not apply to VAT holders that do not have employees.

2 NORMATIVE AND LEGISLATIVE REFERENCES

This UNI/PdR, by means of dated and undated references, refers also to provisions contained in other publications. These normative and legislative references are cited in the appropriate clauses of the text and are listed below. With regard to dated references, subsequent modifications or revisions made to these publications are valid only if introduced in this document as an update or revision. For undated references, the latest edition of the publication referred to is applicable.

Legislative Decree 11 April 2006, n.198 Code of equal opportunities between men and women, pursuant to article 6 of Law n.246, November 28 2005, n.246. (Official Gazette n.125 of 31-5-2006 – Ordinary Suppl. n.133)

Law 162/2021 Modifications to the code pursuant to Legislative Decree 11 April 2006 n.198 and other provisions on equality between men and women in the workplace (Official Gazette n.275 of 18-11-2021)

UNI EN ISO 9000 Quality management systems - Fundamentals and vocabulary

UNI EN ISO 9001 Quality management systems

UNI EN ISO 19011 Guidelines on auditing management systems

UNI CEI EN ISO/IEC 17021-1 Conformity assessment - Requirements for bodies providing audit and certification of management systems - Part 1: Requirements

UNI EN ISO 26000 Guidance on social responsibility

UNI ISO 30415 Human resource management - Diversity and inclusion

3 TERMS AND DEFINITIONS

For the purposes of this document, the terms and definitions contained in UNI EN ISO 9000 and the ones below are used:

3.1 employee: Person employed in a legal unit, as self-employed or as an employee (full-time, part-time or with a job training contract), even if temporarily absent (for service, vacation, sickness, suspension from work, redundancy fund, etc.). It includes the owner/s of the company/ies participating directly in the management, the co-operators (members of cooperatives who, as consideration for their service, receive a remuneration proportionate to the work performed and a share of the profits of the company), family assistants (relatives or kin of the owner who perform manual work without a pre-established contractual salary), managers, executives, employees, workers and apprentices.

[Source: Istat statistics report, income statement of companies and business groups | year 2019, November 2, 2021]

3.2 benefit: All goods and services that an organization offers, in various forms (e.g. meal vouchers, car, health insurance, nursery schools, vouchers for children's sports activities, purchase facilities on its products), to employees in addition to salary.

3.3 budget: Planning of the activities of an organization for the achievement of certain objectives, with allocation of the decided amount to be spent.

3.4 caregiver: A person who takes care of another person.

3.5 check list: List of requirements of this UNI/PdR that are checked and ticked to verify that the planned activities have been carried out correctly.

3.6 guidance committee: Committee set up by top management for the effective adoption and continuous and effective application of the Gender Equality Policy.

3.7 life-work balance: Capacity to balance work and private life.

3.8 DEI: Diversity, Equity and Inclusion.

3.9 delegation: Assignment of the exercise of powers and functions and the ability to act in relation to certain cost items, investments, tasks.

3.10 dependent personnel: Person who carries out work in a legal unit and is registered in the organization's payroll. The following are considered among dependent personnel:

- cooperative members registered in the payroll;
- managers, middle managers, office workers and workers, full or part time;
- apprentices;
- home workers registered in the payroll;
- seasonal workers;
- workers with a job training contract.

[Source: Istat statistics report, income statement of companies and business groups | year 2019, November 2, 2021]

3.11 discrimination: Absence of equal opportunities and treatment, made following a judgment or classification.

NOTE This UNI/PdR is principally concerned with gender discrimination.

3.12 female empowerment: Process through which a woman acquires skills, autonomy and power that allow her to make strategic choices in the personal, social, political and economic spheres and therefore to have control over her life. This process, supported by policies that promote gender equality, recognizes the specific needs and experiences of women, allowing them to live equal relationships and to exercise the right to access the labour market and relevant public services (e.g. welfare, health, education).

3.13 training: Process through which people acquire knowledge and skills, technical and managerial, which enable full participation and contribution to their role within the organization.

3.14 gender diversity: Diversity of gender.

3.15 governance: Governance system whereby an organization makes and implements decisions in pursuit of its objectives.

3.16 HR: Human resources.

3.17 inclusion: Stable and functional inclusion in a system or group to promote equal opportunities and non-discrimination, creating value for people, organizations and the social context.

3.18 Key Performance Indicator (KPI): Key performance indicators, used for monitoring the objectives established by the gender equality policy and described in the strategic plan.

3.19 harassment (sexual harassment): Unwanted behaviour with the purpose or effect of making a work environment offensive, humiliating or degrading.

3.20 gender parity: Gender parity between sexes.

3.21 strategic plan: Formal document in which the organization defines the objectives to be pursued, establishes resources, responsibilities, methods and the frequency of monitoring activities.

3.22 gender equality policy: Formal document in which the organization defines the general framework within which the strategies and objectives regarding gender equality are identified.

3.23 promotion: Moving to a higher contractual or organizational level or qualification.

3.24 recruiting: Selection of personnel.

3.25 remuneration: Amount of the total remuneration paid, of the additional payments, also related to the rewarding of the result, of the bonuses and of any other due staff benefits, based on the provisions of the collective contractual agreements signed by the most representative trade unions at national level for the reference sector.

NOTE Remuneration consists of a fixed part to which a variable part (monetary and/or financial) and any benefits (typically non-monetary) can be added.

3.26 selection: Process aimed at finding, choosing and inserting new human resources into the organization.

3.27 smart, agile or flexible working: Methods of performance of the employment relationship characterized by the absence of time or place constraints and an organization by phases, cycles and objectives, established by agreement between employee and employer; a modality that helps the worker to reconcile the life and work times and, at the same time, enhance the growth of her or his productivity.

[Source: Definition based on Law n. 81/2017]

3.28 staff: Group of people assigned to a particular task, usually under the guidance of a coordinator.

3.29 gender stereotypes: A rigid set of shared and socially transmitted beliefs about what are the behaviours, role, occupations, traits, physical appearance of a person, in relation to her/his gender identity.

3.30 development: Integrated system of activities through which personnel improve their competences and abilities and learn new ones, in order to carry out their work more effectively and efficiently (training, coaching, job rotation, etc.).

3.31 talent development: Process of development of staff abilities and potential.

3.32 target: Objective that an organization aims to achieve, expressed in quantitative terms.

3.33 telework: Work carried out remotely thanks to the use of telematics communication systems.

3.34 values: Key elements of the culture of an organization, which strengthen the identity in the organization itself, guide the expected behaviours from personnel and at the same time distinguish it from all other organizations.

3.35 Top Management: Top Management (e.g. Country Manager).

3.36 corporate welfare: Set of actions aimed at improving the well-being of male and female workers and their families with a "life course" approach. The male/female workers are consumers of corporate welfare services and products and must participate (active subjects) in the actions decided. The corporate welfare plan is integrative, complementary with public welfare, and consistent with the local context of the organization. The remuneration sums, goods, activities performed, and services lead to results of social importance and for this reason they are excluded, entirely or partially, from employment income.

[Source: UNI/PdR 103:2021]

3.37 well-being: Physical, psychological and social well-being.

3.38 whistleblowing: Report, usually anonymous, presented by the staff of an organization to public authorities, the media, public interest groups, of unethical or illegal activities committed within an organization. Term also used for cases reported to the internal system of social responsibility.

4 PRINCIPLE

This UNI/PdR aims to fit into a broader context represented by some key elements described below whose joint action is intended to start the systemic path of cultural change in organizations and in society as a whole in order to achieve greater gender equality.

This context is dictated by the need to maximize specific objectives in the field of employment and representation of women in public and private companies in Italy.

In this way, the stereotypical vision of roles is overcome, activating the great resource of female talent to stimulate the economic and social growth of the country by acting on the following drivers:

1. respect for the constitutional principles of equality;
2. adoption of policies and measures to promote female employment - especially that of young and qualified women - and female run businesses, also with incentives for access to credit and the market and tax concessions;
3. adoption of measures that promote effective equality between men and women in the work field, including: equal opportunities in access to work, equal income, equal access to career and training opportunities, full implementation of paternity leave in line with European best practices;
4. promotion of welfare policies in support of "silent work" of those who dedicate themselves to caring for the family, pursuant to paragraph 1 of article 3 of the Constitution (formal equality);
5. adoption of specific measures in favour of equal opportunities, in line with the provisions of paragraph 2 article 3 of the Constitution (substantial equality);
6. integration of the principle of gender equity into national legislation so that its voluntary adoption becomes a reference in cases where public and private organizations of any sector or size are required to certify sustainability and the adoption of gender policies, justified due to specific needs and production purposes, in contexts such as tenders, the issue of public grants or from a reward system aligned with free market principles.

The implementation of a management system for gender equality, aimed at promoting gender equality in Italian companies, involves the activation of the following areas:

- opportunities for growth in the company and equal pay;
- policies for the management of parenthood and work-life balance;
- management policies of corporate processes.

Annex A relates to recommendations for third-party conformity assessment (certification) to this UNI/PdR for organizations that have implemented a management system to ensure gender equality.

Annex B refers to examples of KPIs for industrial sectors according to the ATECO sectors.

5 KEY PERFORMANCE INDICATORS (KPIs) FOR ORGANIZATIONS

5.1 GENERAL

It is essential that the effectiveness of the actions undertaken by the organization in order to create a diversity inclusive work environment, in line with the provisions of UNI EN ISO 26000 on the social responsibility of organizations and with UNI ISO 30415, and which supports gender equality, is measured according to a set of indicators that are practicable, relevant, comparable and capable of guiding change and show the continuous improvement implemented by the organizations themselves.

The development of an inclusive work environment requires constant commitment and a contribution from the entire organization in terms of language, policies, processes, organizational practices, and the behaviours of individual persons.

In order to ensure a holistic measurement of the level of maturity of individual organizations, six areas of indicators have been identified relating to the different variables that can characterise an inclusive organization that respects gender equality:

1. Culture and strategy (5.2);
2. Governance (5.3);
3. HR processes (5.4);
4. Opportunities for growth and inclusion of women in the company area (5.5);
5. Gender income equality (5.6);
6. Protection of parenthood and work-life balance (5.7).

Each area is characterized by a percentage weight (100 being the total weight of the different areas) which contributes to the measurement of the organization's as-is level and against which constant progress is measured over time.

For each evaluation area, specific KPIs have been identified for measuring the degree of maturity of the organization by means of an annual monitoring and a verification every two years, to give evidence of the improvement obtained thanks to the variety of interventions implemented or the activated remediation plan.

In order to ensure consistency with the various organizational realities of the Italian system, meaning here the entire national economic productive apparatus, it is envisaged that the indicators relating to the six areas given above are applicable according to a principle of proportionality which defines a proportional and gradual application based on the dimensional profile of the organization, considered as a synthesis of the different organizational structure and complexity.

The document does not apply to VAT holding organizations that do not have employees.

It is hoped that consortiums, business networks or general contractors intending to adopt this UNI/PdR, define a selection and qualification formula, within the selection process of their consortium members/companies/outsourcers, which requires them to adopt the UNI/PdR.

In line with the Istat taxonomy, four size classes have been identified by means of which organizations are classified (private, public, entities, etc.):

Table 1 - Size classification of organizations

CLASS	CLUSTER	NUMEBR OF WOMEN
1	MICRO	1-9
2	SMALL	10-49
3	MEDIUM	50-249
4	LARGE	250 or more

Based on classification in one of the classes, the set of indicators is defined, after considering the target safeguards in terms of diversity in line with the size of the organization. Simplifications are envisaged for organizations belonging to class 1 (micro-organization) and class 2 (small organization), while for organizations belonging to class 3 (medium organization) and class 4 (large organization) all the indicators are applied.

The indicators are of a quantitative and qualitative nature.

Indicators of a qualitative nature are measured in terms of presence or non-presence, while indicators of a quantitative nature are measured in terms of the delta ratio with respect to an internal company value or to the average national reference value or to the type of economic activity (ATECO membership code) as set out in the following table:

Table 2 - ATECO classification of organizations

LETTER	CODE	LABEL
A	01	Agriculture, forestry and fishing
B-E	02	Industry in the strict sense
F	03	Buildings
G	04	Trade
I	05	Hotels and restaurants
H	06	Transport and storage
J	07	Information and communication services
K	08	Financial and insurance activities
L-N	09	Real estate activities, business services and other professional and entrepreneurial activities
O	10	Public administration and defence; obligatory social insurance
P-Q	11	Education, health and other social services
R-U	12	Other collective and personal services

Each individual indicator is associated with a score the achievement or non-achievement of which is considered concerning its weight in the area to which it belongs.

A minimum overall summary score of 60% is expected to determine access to certification by the organization. In this way, the attribution of a conformity verification based on the final score allows stakeholders to recognize the validity and effectiveness of the processes implemented internally, with both a positive brand profile and positive economic repercussions.

The certification is issued when the indicators are recorded, provided that the requirements relating to the achievement of the minimum score established through the KPIs already exist. Every two years this certification is reassessed and renewed if mitigation and improvement plans have been implemented on the identified gaps.

The calculation model is to be considered dynamic: the algorithm is updated every year with a new average based on the data received for the previous year for each category (ATECO code).

5.2 CULTURE AND STRATEGY

The purpose of this area is to measure that the principles and objectives of inclusion, gender equality and attention to the gender diversity of the organization are consistent with its vision, its corporate goals and the values that characterize the work environment.

The weight of the area compared to the overall evaluation is 15%.

There are 7 indicators concerning this area as listed below.

Table 3 - Culture and strategy

INDICATORS	TYPE OF INDICATOR	MEASUREMENT METHOD	SOURCE	POINTS
1. Formalization and implementation of a strategic plan as defined in point 6.3 that can favour and support the development of an inclusive work environment and incorporates company values in line with an inclusive culture	QUALITATIVE	YES/NO	Internal	20
2. Presence of internal procedures that allow employees to express their opinions, also anonymously, and make suggestions for change in the organization and encourage dialogue and discussion NOTE In addition to the procedures in the strict sense, it is also intended that employees can suggest initiatives, projects and values established by the company whose purpose is the same: to allow people to express opinions and create an environment open to discussion and dialogue.	QUALITATIVE	YES/NO	Internal	10

INDICATORS	TYPE OF INDICATOR	MEASUREMENT METHOD	SOURCE	POINTS
3. Presence of internal communication and awareness-raising activities that promote behaviours and language suitable for ensuring an inclusive work environment that respects gender diversity	QUALITATIVE	YES/NO	Internal	20
4. Presence of policies that ensure that genders are equally represented among panel speakers at round tables, events, conferences or other occasions, including those of a scientific nature	QUALITATIVE	YES/NO	Internal	10
5. Implementation in the previous two years of trainings at all levels, including top management, on gender difference and its value, stereotypes and unconscious bias	QUALITATIVE	YES/NO	Internal	10
6. Implementation of actions aimed at analysing the perception of employees on equal opportunities in the last year	QUALITATIVE	YES/NO	Internal	20
7. Performance of activities aimed at promoting equal opportunities outside one's own organizational context in the previous two years, which include, among others, communication activities and the involvement of stakeholders on the issues of inclusion, gender equality and integration	QUALITATIVE	YES/NO	Internal	10

For organizations belonging to size class 1 it is considered necessary to achieve the indicator number 1, for organizations belonging to size class 2 only indicators 1, 3 and 5 are considered necessary.

5.3 GOVERNANCE

The purpose of this area is to measure the degree of maturity of the governance model of the organization aimed at defining the adequate organizational safeguards and the presence of the minority gender in the organization's guidance and control bodies as well as the presence of processes aimed at identifying and remedying any occurrence of non-inclusion.

The weight of the Area compared to the overall evaluation is 15%.

There are 5 indicators concerning this area as listed below.

Table 4 - Governance

INDICATORS	TYPE OF INDICATOR	MEASUREMENT METHOD	SOURCE	POINTS
<p>1. Definition in the governance of the organization of a unit (committee, unit or employee, organizational role, etc.) aimed at managing and monitoring issues related to inclusion, gender equality and integration</p> <p>NOTE The type of supervision for the management and monitoring of gender issues may vary in relation to the size and complexity of the organization. For organizations of size class 1, a basic supervision is possible.</p>	QUALITATIVE	YES/NO	Internal	25
2. Presence of processes to identify, investigate and manage any form of non-inclusiveness	QUALITATIVE	YES/NO	Internal	25
3. Presence of an organization budget for the development of activities to support inclusion, gender equality and integration	QUALITATIVE	YES/NO	Internal	15
4. Definition of objectives related to gender equality and their attribution to top management and management, for which they will be evaluated	QUALITATIVE	YES/NO	Internal	15

INDICATORS	TYPE OF INDICATOR	MEASUREMENT METHOD	SOURCE	POINTS
5. Presence of members of the less represented sex in the administrative and supervisory body of the organization	QUANTITATIVE	Absolute number of gender quotas with respect to reference requirements or equal to 1/3 of the overall composition of the board of directors	Current legislation or internal regulations	20

For organizations belonging to size class 1 it is considered necessary to achieve the indicator number 1, for organizations belonging to size group 2 only indicators 1 and 2 are considered necessary.

5.4 HR PROCESSES

The purpose of this area is to measure the degree of maturity of the main HR processes, related to the different stages that characterize the life cycle of an employee in the organization and which should be based on principles of inclusion and respect for diversity.

The weight of the area compared to the overall evaluation is 10%.

There are 6 indicators concerning this area as listed below.

Table 5 - Human Resources Processes (HR)

INDICATORS	TYPE OF INDICATOR	MEASUREMENT METHOD	SOURCE	POINTS
1. Definition of human resource management and development processes in support of inclusion, gender equality and integration, such as selection, general contract conditions, neutral onboarding, performance evaluations	QUALITATIVE	YES/NO	Internal	25
2. Presence of gender-based turnover analysis mechanisms	QUALITATIVE	YES/NO	Internal	15
3. Presence of policies capable of ensuring fair and equal participation in training and development courses, with the presence of both sexes, including leadership courses	QUALITATIVE	YES/NO	Internal	15

INDICATORS	TYPE OF INDICATOR	MEASUREMENT METHOD	SOURCE	POINTS
4. Presence of internal mobility and succession policies to managerial positions consistent with the principles of an inclusive organization that respects gender equality	QUALITATIVE	YES/NO	Internal	20
5. Presence of job protection mechanisms and assurances of the same salary level following maternity	QUALITATIVE	YES/NO	Internal	15
6. Presence of contacts and corporate practices to protect the work environment, with particular reference to episodes of harassment or mobbing	QUALITATIVE	YES/NO	Internal	10

For organizations belonging to size class 1 it is considered necessary to achieve the indicators 1 and 6, for organizations belonging to size class 2 only indicators 1, 4 and 6 are considered necessary.

5.5 OPPORTUNITIES FOR GROWTH AND INCLUSION OF WOMEN IN THE COMPANY AREA

The purpose of this area is to measure the degree of maturity of the organization, related to gender neutral access to career paths, internal growth and relative acceleration.

The weight of the area compared to the overall evaluation is 20%.

There are 7 indicators concerning this area as listed below.

Table 6 - Opportunities for growth and inclusion of women in the company

INDICATORS	TYPE OF INDICATOR	MEASUREMENT METHOD	SOURCE	POINTS
<p>1. INDICATOR APPLICABLE ONLY TO CLASS 1 AND 2 ORGANIZATIONS</p> <p>Percentage of women in the organization with respect to the workforce total</p> <p>NOTE Consider also the various other forms of collaboration in the calculation.</p>	QUANTITATIVE	The KPI is considered reached when there is a difference of at least +10 percentage points (pp) compared to the value of the previous two-year period until parity is reached	Internal	25
<p>2. INDICATOR APPLICABLE ONLY FOR CLASS 3 AND 4 ORGANIZATIONS</p> <p>Percentage of women in the organization with respect to the total staff compared to the reference industry benchmark</p> <p>NOTE Consider also the various other forms of collaboration in the calculation.</p>	QUANTITATIVE	<p>The KPI is considered reached when there is a difference of at least +10 percentage points (pp) compared to the average value of the industry to which it belongs and growing year on year until parity is reached</p> <p>NOTE The data source to be used to quantify the percentage is the one with respect to the ATECO code; it refers to the more disaggregated ATECO code.</p>	Istat Survey on the labour force	25
<p>3. INDICATOR APPLICABLE ONLY FOR CLASS 2 ORGANIZATIONS</p> <p>Percentage of women in the organization with management qualifications (for family businesses consider also women with management qualifications who are part of the ownership)</p>	QUANTITATIVE	The KPI is considered reached when there is a difference of at least +10 percentage points (pp) compared to the previous two-year period until parity is reached	Internal	25
<p>4. INDICATOR APPLICABLE ONLY FOR</p>	QUANTITATIVE	The KPI is considered reached when there is a difference of at least +10 percentage points (pp)	Istat	25

<p>CLASS 3 AND 4 ORGANIZATIONS</p> <p>Percentage of women in the organization with management qualifications (for family businesses consider only women who are not part of the ownership)</p>		<p>compared to the average value of the industry to which it belongs and growing year on year until parity is reached</p>	<p>Survey on the labour force</p>	
<p>5. Percentage of women in the organization responsible for one or more organizational units with respect to the total reference population</p>	<p>QUANTITATIVE</p>	<p>The KPI is considered reached when there is a share of at least 40% of the total number of management level staff and growing year on year until parity is reached</p>	<p>Internal</p>	<p>20</p>
<p>6. Percentage of women present in the first line of reporting to the top management</p>	<p>QUANTITATIVE</p>	<p>The KPI is considered reached when there is a difference of at least +10 percentage points (pp) compared to the average percentage number of women with management qualifications in the industry to which they belong and growing year on year until parity is reached</p>	<p>Internal</p>	<p>20</p>
<p>7. Percentage of women in the organization with delegated responsibility for an expense/investment budget</p> <p>NOTE In the calculation, consider the percentage of women with delegated spending responsibility or who are part of the first reporting line to the top, as required by indicator 5 for the managers of organizational units with respect to the total number of people belonging to these groups.</p>	<p>QUANTITATIVE</p>	<p>The KPI is considered reached when there is a difference of at least +10 percentage points (pp) compared to the average percentage number of women with management qualifications in the industry to which they belong and growing year on year until parity is reached</p>	<p>Internal</p>	<p>10</p>
<p>NOTE The percentage points, indicated with the abbreviation "p.p.", indicate the absolute numerical increase of a number expressed as a percentage:</p> <ul style="list-style-type: none"> – if you go from 3% to 13%, there is an increase of 10 p.p. – if you go from 3% to 3.3% there is an increase of 10%. 				

For organizations belonging to size class 1 it is considered necessary to achieve the indicator number 1, for organizations belonging to size group 2 only indicators 1 and 3 are considered necessary.

NOTE Annex B shows examples of KPIs for industrial sectors according to the ATECO sectors set out in Table 2.

5.6 GENDER INCOME EQUALITY

The purpose of this area is to measure the degree of maturity of organizations in relation to the gender pay gap in a reward logic, therefore also including non-monetary compensation such as welfare and well-being systems.

The weight of the area compared to the overall evaluation is 20%.

There are 3 indicators concerning this area as listed below.

Table 7 - Gender income equality

INDICATORS	TYPE OF INDICATOR	MEASUREMENT METHOD	SOURCE	POINTS
1. Income difference percentage for the same grade level and with the same competences by gender NOTE Income related to greater or different services (e.g. overtime, indemnity and various reimbursements) is excluded from the calculation.	QUANTITATIVE	The KPI is considered reached when the gap between average male and female earnings for the same job/role is less than 10% and as for any indicator decreasing in subsequent years	Internal	40
2. Percentage of women's promotions on an annual basis	QUANTITATIVE	The KPI is considered reached when the percentage of women promoted with respect to the total number of women in the workforce is equal to that of men promoted with respect to the total number of men in the workforce, taking into consideration the different operative levels and not as an absolute value	Internal	30
3. Percentage of women with variable income to ensure the payment of a variable salary in an equitable manner, making known to the workers the	QUANTITATIVE	The KPI is considered reached when the percentage of women with variable target compared with the total number of	Internal	30

procedures and criteria followed in the implementation of the income policies as regards the variable part of the salary		women in the workforce is equal to the percentage of men with variable target compared to the total number of men in the workforce		
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For organizations belonging to size classes 1 and 2 it is considered necessary to achieve the indicator number 1.

5.7 PROTECTION OF PARENTHOOD AND WORK-LIFE BALANCE

The purpose of this area is to measure the degree of maturity of organizations in relation to the presence of policies to support parenting in various forms and the adoption of procedures that facilitate and support the presence of women with preschool children.

The weight of the area compared to the overall evaluation is 20%.

There are 5 indicators concerning this area as listed below.

Table 8 - Protection of parenthood and work-life balance

INDICATORS	TYPE OF INDICATOR	MEASUREMENT METHOD	SOURCE	POINTS
1. Presence of services dedicated to post-maternity/paternity return (for example: back to work activities/ procedures, coaching, part-time on temporary and reversible request, smart working, ad hoc welfare plan, company crèche)	QUALITATIVE	YES/NO	Internal	20
2. Presence of policies, in addition to the reference national labour contract, dedicated to the protection of maternity/paternity and services to facilitate the work-life time balance of staff (for example: paternity leave beyond the national labour contract, back to work procedures/activities, coaching, reversible part-time, smart working, ad hoc welfare plan, company crèche, engagement programs on a voluntary basis during maternity leave)	QUALITATIVE	YES/NO	Internal	35

INDICATORS	TYPE OF INDICATOR	MEASUREMENT METHOD	SOURCE	POINTS
3. Presence of policies for the maintenance of benefits and initiatives that enhance the experience of parenthood as a moment of acquiring new skills in favour of the individual person and the organization and that protect the relationship between person and company before, during and after maternity/paternity	QUALITATIVE	YES/NO	Internal	25
4. Relationship between the number of actual male beneficiaries out of the total potential beneficiaries of paternity leave in the first twelve years of a child's life	QUANTITATIVE	The KPIs are considered to be progressively achieved the closer they get to 100%	INPS + Internal	10
5. Relationship between the average number of days of compulsory paternity leave taken and the total number of potential days in accordance with the law	QUANTITATIVE	The KPIs are considered to be progressively achieved the closer they get to 100%	INPS + Internal	10

For organizations, belonging to size groups 1 and 2 it is considered necessary to achieve the indicators 2 and 3.

6 GENDER EQUALITY POLICIES, PLANNING, IMPLEMENTATION AND MONITORING, AND MANAGEMENT SYSTEM

6.1 GENDER EQUALITY POLICIES

Organizations that adopt a global gender equality policy that is intended to enhance and protect diversity and equal opportunities in the workplace shall prepare an action plan for its implementation, setting up a management model that ensures compliance over time with the defined and implemented requirements, measuring the progress of the results through the preparation of specific KPIs which they report in the management system documents, through which they maintain and verify the planned actions.

The policy shall contain references to related policies regarding, at least, personnel and career management and communication (including marketing and advertising activities) which shall transparently declare the organisation's willingness to pursue gender equality, enhance diversity and support female empowerment.

The general policy and policies related to gender equality can form part of a single system document, and shall be reconfirmed or updated at the time of the periodic review, as part of the verification and improvement of the management system.

The KPIs referred to in point 5 of this UNI/PdR constitute an important part of the information necessary to determine and explain how an organization (company, institution, or public authority) progresses towards achieving the objectives.

The corporate gender equality policy shall be:

- a) defined by top management, in coordination with a guidance committee;
- b) communicated and disseminated within the organization and to its interested parties;
- c) supported by training and awareness raising for company management;
- d) periodically reviewed or confirmed in the review phase on the basis of events, changes and the results of monitoring and checks;
- e) coordinated by a management appointee possessing appropriate organizational skills.

The gender equality policy shall be available on the organization's website.

The policy shall contain the principles and guidelines that define the organization's commitment to issues relating to gender equality, the enhancement of diversity and female empowerment.

The management shall allocate resources (budget), responsibilities and empowerments for the process of achieving and maintaining the objectives of gender equality.

The management, in line with the size of the company, shall appoint a guidance committee for the effective adoption and continuous and effective application of the gender equality policy (general and related). The guidance committee, based on the size of the organization, shall be composed, at least, of the managing director, or a person delegated by top management and by the personnel director, or equivalent figure.

6.2 PLANNING

The guidance committee shall draw up a strategic plan that defines for each aspect identified by the policy (general and related) simple, measurable, achievable, realistic objectives, planned over time and assigned as implementation responsibilities.

The strategic plan for implementation shall consist of the following phases, typical of planning processes:

- a) identification of company processes related to the identified issues concerning gender equality;
- b) identification of strengths and weaknesses with respect to the issues;
- c) definition of objectives;
- d) definition of the actions decided to fill the gaps;
- e) definition, frequency and responsibility for monitoring the defined KPIs (see point 5).

The strategic plan shall be shared by the management and kept updated over time.

Based on the size of the organization, the strategic plan may have greater or lesser complexity, considering also the need to define the frequency of periodic monitoring of the applicable KPIs, as set out in point 5.

6.3 IMPLEMENTATION AND MONITORING OF THE STRATEGIC PLAN

6.3.1 GENERAL

The organization shall implement the actions and monitoring modalities defined in the plan by providing:

- a) written instructions on the implementation and monitoring, where applicable;
- b) general and specific training, at all levels, including those against prejudices and stereotypes related to gender.

Training courses on ethical principles, on other topics and on the operative methods adopted by the organization shall be prepared in such a way as to ensure the effectiveness of the gender equality policy. These courses are for all staff members, including management positions, and they shall cover the principles, aspects and objectives that fall under specific responsibilities.

The main issues covered by the strategic plan and the related minimum requirements are set out in point 6.3.2 below.

6.3.2 ASPECTS COVERED BY THE STRATEGIC PLAN

6.3.2.1 SELECTION AND RECRUITMENT

With regard to its policies and resources, the organization shall:

- a) prepare and make available selection and recruitment procedures that define rules for preventing gender inequality, for combating bias, for example by contacting in a fair way the candidate profiles according to gender;
- b) ensure that job descriptions are gender neutral and that the recruitment process is intended both for women and for men;
- c) not allow that, during interviews, requirements are made relating to marriage, pregnancy or care responsibilities.

6.3.2.2 CAREER MANAGEMENT

Regarding its policies and resources, the organization shall:

- a) define processes for ensuring non-discrimination and equal opportunities in professional development and promotions, basing them exclusively on competences and professional levels;
- b) strive for gender balance in corporate leadership positions, in correlation with the specific sector and specific duties;
- c) address career opportunities and professional development programs to all staff;

- d) make available the data relating to: the status of recruitment, the situation by gender, the situation regarding men for each of the professions, training, promotion, levels, changes of category or qualification and other mobility questions, to the intervention of the guidance committee, to dismissals, early retirement and retirements, to the remuneration actually paid (legal obligation for public and private companies with over 50 employees pursuant to Article 46 of Legislative Decree 11 April 2006, n.198, as amended by Law 162 / 2021);
- e) create a working environment that favors diversity and protects the psycho-physical well-being of the employees;
- f) plan monitoring activities that can report data as referred to in letter d);
- g) provide for training opportunities specifically aimed at the development and improvement of professional leadership skills to address career obstacles encountered by the less represented gender, where revealed by the monitoring referred to in letter f).

6.3.2.3 SALARY EQUALITY

In relation to its policies and resources, the organization shall:

- a) possess a job description of the individual company that completes and details the generic one of the national labour contract, for the reporting by the employees of any income disparities;
- b) have a control mechanism to avoid practices that do not correspond to declared non-discriminatory policies, including salaries, benefits, bonuses and welfare programs;
- c) periodically inform employees of the remuneration policies adopted in the company also with regard to benefits, bonuses and welfare programs;
- d) the welfare program, if there is one, shall consider the needs of people of all genders and ages.

6.3.2.4 PARENTING AND CARE

In accordance with its policies and resources, the organization shall:

- a) prepare specific programs for maternity or paternity leave (e.g. training programs for reintegration) and a way of informing about any important changes that occur in the workplace during the period of parental leave;
- b) prepare a plan for the management of the various stages of maternity (before, during and after);
- c) implement information mechanisms aimed at encouraging the request for paternity leave;
- d) plan specific initiatives to support employees upon their return from parental leave (training, support), including any "engagement" plans to be proposed on a voluntary basis to women on maternity leave;
- e) include in the corporate welfare program, if any, specific initiatives in support of employees in their parenting and caregiver activities;
- f) offer specific services such as company crèches, after school activities for children or during school holidays, vouchers for children's sports activities, etc.

6.3.2.5 WORK-LIFE BALANCE

With regard to its policies and resources, the organization shall:

- a) adopt measures to ensure work-life balance for all employees;
- b) establish and promote specific agreements to allow part-time work to those who request it;
- c) offer flexibility of hours, establishing and communicating simple and accessible rules and procedures for using them;
- d) perform a periodic review of the flexibility needs of the employees;
- e) offer the possibility of smart working/teleworking or other forms of flexible work, and flexible hours;
- f) ensure that business meetings are held at times compatible with the balance of family and personal life times;
- g) ensure that part-time workers, workers with flexible contracts, workers with discontinuous contracts, etc. can also participate in business meetings.

6.3.2.6 ACTIVITIES TO PREVENT ANY FORM OF PHYSICAL, VERBAL, DIGITAL ABUSE (HARASSMENT) IN THE WORKPLACE

With regard to its policies and resources, the organization shall fully implement the provisions of the law and collective agreements, signed by the business organizations to which it adheres, in the field of combating harassment in the workplace.

The organization shall:

- a) identify the risk of any form of physical, verbal, digital abuse (harassment) in the context of Health and Safety in the Workplace;
- b) prepare a plan for the prevention and management of workplace harassment;
- c) provide for specific training at all levels, with a defined frequency, on "zero tolerance" with respect to any form of violence against employees, including sexual harassment in any form;
- d) provide for an anonymous reporting method for this type of event to protect the employees who report occurrences;
- e) plan and undertake surveys of employees, investigating whether they have personally experienced such behaviours which have caused discomfort or distress, in the workplace or during performance of their work externally (sexist attitudes, behaviours or situations of disrespect);
- f) evaluate the work environments also from this point of view;
- g) provide for a risk assessment and analysis of reported adverse events;
- h) ensure constant attention to the language used, issuing communications which are as polite and neutral as possible.

6.4 MANAGEMENT SYSTEM

6.4.1 GENERAL

Below are the main aspects that the management system of an organization shall provide to ensure the maintenance over time of the requirements defined in this UNI/PdR.

6.4.2 SYSTEM DOCUMENTATION

With regard to its policies and resources, the organization shall:

- a) manage the system documentation in order to ensure that the versions in force are known to users, clearly identified, prepared, approved and modified by persons in authority;
- b) identify the specific legal and normative requirements with respect to gender equality in the workplace, list them, keeping them updated and communicate them internally to the persons responsible for assessing their impact, taking charge of them and implementing them;
- c) gather and analyze data disaggregated by gender.

6.4.3 MONITORING THE INDICATORS

With regard to its policies and resources, the organization shall:

- a) gather and analyze general and specific KPIs relating to the implementation of the strategic plan;
- b) evaluate the performance of KPIs with appropriate frequency, as required by the strategic plan, and implement corrective actions in the face of deviations.

The indicators shall be consistent with the type of organization, its size, the reference sector and context, and the interested parties.

6.4.4 INTERNAL AND EXTERNAL COMMUNICATION

With regard to its policies and resources, the organization shall:

- a) prepare and disseminate to its interested parties (stakeholders) a communication plan relating to its commitment on gender equality issues (or more generally on DEI issues);
- b) base their internal and external communication (marketing, advertising) on responsibility (avoiding the gender stereotype in advertising actions, ensuring a periodic review of marketing materials and strategies, committing to spread a positive image of women and girls, using a language respectful of gender differences);
- c) identify the interested parties with whom to establish communication regarding gender equality issues, especially in the workplace;
- d) ensure that communication is consistent with the principles of the policy and with the objectives established and implemented by means of the strategic plan;
- e) align internal and external communication with corporate values and culture.

6.4.5 INTERNAL AUDITS (INTERNAL VERIFICATION SYSTEM OF CONFORMITY WITH A UNI/PdR)

In relation to its policies and resources, the organization shall plan, implement and document an internal audit system for verifying the real and effective application of the company policy and directives on gender equality, as well as compliance with the instructions and procedures defined for this purpose. The audits are carried out according to the procedures defined in UNI EN ISO 19011, with independent teams with respect to the activities verified, competent on the basis of requirements defined by the system (e.g. UNI EN ISO 19011 training course, minimum experience in the company, training on this UNI/PdR and on the corporate management system) and balanced in terms of gender. The audits shall be planned, communicated and aimed at gathering objective evidence of compliance, reporting deviations, which shall be managed according to the rules defined in point 6.4.5.1.

6.4.5.1 VERIFICATION OF CONFORMITY WITH THIS UNI/PdR: TYPES OF QUANTITATIVE AND QUALITATIVE EVIDENCE

An internal audit (system verification) is an activity that provides evidence of compliance with the requirements of the management system and of this UNI/PdR. The audit is conducted in accordance with the provisions of UNI EN ISO 19011: it shall gather objective evidence that demonstrates the compliance status of what has been implemented, the objective evidence of which may be quantitative (i.e. objectively measurable such as KPIs, activities performed or not performed, trends and various measurements) or qualitative (i.e. evaluable, preferably on the basis of shared criteria: documents defining policies, objectives, internal and external communication, stakeholder involvement, etc.).

Examples of evidence attributable to the requirements of this point are given below:

i. Quantitative evidence

- KPI monitoring report
- Budget dedicated to gender equality initiatives
- Monitoring report of situations of nonconformity
- Training plans on gender equality and related management system
- Reference checklist correctly completed and used
- Any relevant legal disputes

ii. Qualitative evidence

- Updated policies
- Updated strategic plan
- Internal and external communication
- Stakeholder involvement (associations, public bodies, universities, representative entities, etc.)
- Internal dissemination of the culture of gender equality
- Possible participation in external initiatives for the dissemination of the culture of gender equality

6.4.6 MANAGEMENT OF SITUATIONS OF NONCONFORMITY

With regard to its policies and resources, the organization shall:

- a) define a method for gathering, managing and documenting situations of nonconformity or define a method for collecting KPIs that are not in line (deviations from the requirements identified in this UNI/PdR, internal reports, complaints, incidents with respect to gender equality issues or regarding policies - for example in a report - with evidence of the actions taken to resolve the causes of such events, e.g. breach of selection and recruitment policies, complaints, analysis of any whistleblowing mechanisms, incidents or reports of violence or aggressive behavior, KPIs not in line, etc);
- b) ensure that the communication mechanisms, regulated in accordance with this UNI/PdR, are activated within the organization or outside it when the situation does not comply with the KPIs and actions are implemented in order to remove the causes of the occurrence.

6.4.7 PERIODIC REVISION

With regard to its policies and resources, the organization shall plan, implement and keep records of a periodic review of the system by top management with the involvement of the guidance committee and the staff responsible for the issues identified in the plan, at least annually. The review shall assess as input elements: the results of the activities contained in point 6, the continuing consistency of the strategic plan, the need for updates and changes, also following significant normative changes and additional training needs.

6.4.8 IMPROVEMENT

Following the results of the review, the organization can identify additional objectives, which are specific, measurable, achievable, realistic and with a defined timeline. These objectives shall be integrated into the strategic plan or other system documents.

6.4.9 FINAL NOTES

This UNI/PdR is intended as a reference for a third party certification, the operating methods and characteristics of which are set out in Annex A.

ANNEX A - RECOMMENDATIONS FOR THIRD PARTY CONFORMITY ASSESSMENT (CERTIFICATION) FOR ORGANIZATIONS THAT HAVE IMPLEMENTED A MANAGEMENT SYSTEM TO ENSURE GENDER EQUALITY

The table below schematically defines the elements necessary for a Conformity Assessment Body (CAB) to assess compliance with this UNI/PdR by an organization, of any legal status and operating in the public or private sector.

Table A.1 - Certification rules

CERTIFICATION RULES	
Accreditation standard	UNI CEI EN ISO/IEC 17021-1
UNI/PdR for certification	This UNI/PdR
Parties which may apply for certification	Any type of organization, of any size or legal status, operating in the public or private sector, may request certification according to this UNI/PdR.
Possible exclusions	<p>The certification is issued to a legal entity or, with the clarifications described below, to "a group of companies", and shall consider all the sites, branches, subsidiaries, activities and processes actually carried out by the organisation.</p> <p>It is possible to issue a "group" certification covering several legal entities, but only in the presence of a "centralised" organisational structure that manages and controls compliance for all the companies in the group (see IAF MD01).</p> <p>Exclusions of processes/functions are not allowed, although it is possible to exclude individual legal entities in a group certification.</p> <p>Considering the normative and employment context, which can change from country to country, it is possible to limit certification to a single country.</p>
Structural requirements of the CAB	In addition to the provisions of point 6.1 of UNI CEI EN ISO/IEC 17021-1, the CAB shall in turn implement a management system which conforms with this UNI/PdR.
Criteria of competence of the audit group	<p>In the audit team, competences are considered to be fulfilled when, taking into account the overall competences of the team (auditors and any technical experts), the following is present:</p> <ul style="list-style-type: none"> – at least one member qualified in quality management system assessments according to UNI EN ISO 9001. This member shall also demonstrate in-depth, documented knowledge of this UNI/PdR and of the UNI ISO 30415 guideline - Human resources management - Diversity and inclusion.

CERTIFICATION RULES	
	<p>In addition to expertise in management systems and audit management, the audit team shall include</p> <ul style="list-style-type: none"> – a labour lawyer or an employment consultant who has been registered in the relevant professional register for at least five years; <p>or</p> <ul style="list-style-type: none"> – other professional person who has significant, consolidated and documented experience in the specific sector, subject of this UNI/PdR, concerning the country of the audited organisation and knowledge of the applicable regulations. <p>Other experts may also participate in the audit team, chosen on a case-by-case basis according to the reference context and taking into account the 6 reference areas to be assessed.</p> <p>The presence of other experts is not mandatory but may be necessary to complete the competences of the audit team, if not already fulfilled.</p>
Criteria of competence of the deliberation committee (or of the decision maker)	<p>The competence requirements of the deliberation committee are deemed to be fulfilled when there are one or more members who collectively meet the competence requirements necessary for the evaluation of a UNI EN ISO 9001 certification and can demonstrate knowledge of this UNI/PdR.</p>
Audit times and frequency of third-party audits	<p>The requirements of UNI CEI EN ISO/IEC 17021-1 are applicable.</p> <p>The document IAF MD 05: Table QMS 1 - Quality Management Systems Low Risk is applicable.</p> <p>The time taken by the experts (technical experts and lawyers), as regards the duration of the audit, can be counted at 50%.</p> <p>The presence of an expert is necessary when the company indicators presented in this UNI/PdR are assessed.</p>
Audit performance modalities	<p>The audit documentation shall include, among other records, the following:</p> <ul style="list-style-type: none"> – the boundaries and applicability of this UNI/PdR, with the definition of the legal and operative addresses of the organization's site/s; – the mapping of processes (internal and external) and the list of related laws, standards and regulations applicable to gender equality; – the analysis of episodes or threats of violation of rights related to gender equality as well as the countermeasures adopted; – the legal cases related to episodes of violation of gender rights in which the organization may be involved; – the recording of the evidence in specific checklists/support documents for the audit team. This documentation shall take into

CERTIFICATION RULES	
	<p>account the extent of application of the requirements defined in this UNI/PdR;</p> <ul style="list-style-type: none"> – systemic requirements such as definition of the policy, objectives, strategic plan and the result of the system monitoring; – operative requirements: the definition, methods and frequency of measurement of qualitative and quantitative indicators.
Scope of the certificate	The criteria for formulating the scope of the certificate are the same as those already applied for UNI EN ISO 9001, with particular attention to the field of application of the management system, which shall include the "Measures to ensure gender equality in the workplace".
Applicable IAF documents	All IAF documents relating to management systems are applicable, except as previously clarified regarding IAF MD 05.
Reference to the certification and use of the UNI mark	<p>In addition to the provisions of point 8.3 of UNI CEI EN ISO/IEC 17021-1, the CAB shall have rules that allow the organization to declare its compliance with this UNI/PdR as follows:</p> <p>Organization (<i>name or mark</i>) with a management system for gender equality certified in accordance with UNI/PdR 125: 2022 by the Conformity Assessment Body (<i>name of the CAB</i>) with the UNI Mark.</p> <p>The CAB shall have rules for granting the license to use its management systems certification mark that provides for its use alongside the UNI "Organizations" Mark.</p> <p>The joint use of the CAB mark and the UNI "Organizations" Mark shall be allowed from the date of issue of the certificate by the CAB.</p> <p>NOTE The UNI "Organizations" Conformity Mark is intended to certify that the requirements of a certified management system are established by UNI through the publication of reference standards or practices.</p>

ANNEX B - EXAMPLES OF KPIS FOR INDUSTRY

Table B1 below provides examples of KPIS referring to the various industrial sectors identified by the ATECO code.

Table B.1 - EXAMPLE OF A KPI FOR INDUSTRY

ECONOMIC ACTIVITY (ATECO CODE)			PERCENTAGE OF WOMEN WITH PERMANENT CONTRACT WITH RESPECT TO TOTAL NUMBER OF EMPLOYEES (YEAR 2017)	PERCENTAGE OF WOMEN EXECUTIVES COMPARED WITH THE TOTAL NUMBER OF EXECUTIVE STAFF, FOR EACH INDUSTRY (YEAR 2017)	GENDER PAY DIFFERENTIAL CALCULATED AS THE PERCENTAGE DIFFERENCE BETWEEN THE AVERAGE ANNUAL INCOME OF MEN AND WOMEN RELATED TO MEN (YEAR 2018)
LETTER	CODE	LABEL			
A	1	Agriculture, forestry and fishing	N.A.	N.A.	
B-E	2	Industry in the strict sense	25%	12%	-9%
F	3	Buildings	10%	7%	-2%
G	4	Trade	41%	17%	-17%
H	5	Transport and storage	20%	13%	-5%
I	6	Hotels and restaurants	34%	19%	-7%
J	7	Information and communication services	38%	17%	-17%
K	8	Financial and insurance activities	49%	15%	-29%
L-N	9	Real estate activities, business services and other professional and entrepreneurial activities	41%	20%	-19%
O	10	Public administration and defence; obligatory social insurance	N.A.	N.A.	N.A.
P-Q	11	Education, health and other social services	66%	44%	-19%
R-U	12	Other collective and personal services	49%	19%	-35%

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- [3] Treaty on the Functioning of the European Union (TFUE)
- [4] European Parliament resolution of 21 January 2021 on the EU strategy for gender equality (2019/2169 (INI))
- [5] Charter of Fundamental Rights of the European Union, Articles 21 and 23
- [6] Directives adopted from 1975 onwards on various aspects of equal treatment for men and women (Directive 79/7/EEC1, Directive 86/613/EEC2, Directive 92/85/EEC3, Directive 2004/113/EC1, Directive 2006/54/EC2, Directive 2010/18/EU3 and Directive 2010/41/EU4)
- [7] Directive 2006/54/EC of the European Parliament and of the Council of 5 July 2006 on the implementation of the principle of equal opportunities and equal treatment of men and women in matters of employment and occupation (Official Gazette Law 204 dated 26.7.2006, page 23)
- [8] Council Directive 2010/18/EU of 8 March 2010 implementing the revised Framework Agreement on parental leave concluded by BUSINESSEUROPE, UEAPME, CEEP and ETUC and repealing Directive 96/34/EC (Official Gazette Law 68 dated 18.3.2010, page 13)
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