

## **GENDER EQUALITY POLICY**


Approved by

Executive Committee

on 21/01/2026



**Università  
Bocconi**  
MILANO


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The revision history of the document is shown in the following table.

| Review | Date       | Subject     |
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| 0      | 21.01.2026 | First Draft |

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## OVERVIEW

Bocconi University recognizes the value of diversity and is committed to fostering an inclusive, equitable and respectful environment in which every person can express his or her potential, regardless of gender, age, sexual orientation, ethnic origin, disability, belief or other individual characteristics.

Through this Policy — drafted by the Academic Affairs and People & Culture Functions, validated by the Equal Opportunities Committee (acting as the Gender Equality Steering Committee), and approved by the Executive Committee — Bocconi University firmly affirms its commitment to the promotion of equality — particularly gender equality — and inclusion, and defines its general principles and goals in line with its overall strategic directions and in accordance with relevant national and international norms and practices.

Goals include achieving and subsequently maintaining the Gender Equality Certification (UNI/PdR 125:2022), reflecting the University's commitment to a structured path aimed at improving and promoting equal opportunities. Such a path contributes to the wellbeing of the people who make up the university community, while generating positive ethical and reputational spinoffs.

Any masculine terms in this Document should be considered gender neutral and are therefore intended to refer to all persons potentially included or affected.


## SCOPE OF APPLICATION

This Policy applies to all components of Bocconi University: faculty, staff, alumni, students, external collaborators, as well as suppliers and stakeholders involved in the University's processes.

## GUIDING PRINCIPLES

The basic principles underlying this Policy are:

- **Gender equality:** Promoting equality among all people in terms of rights, access to resources, treatment and participation, regardless of gender, and fostering balance in representation, roles and career paths.
- **Equal opportunities:** Removing the barriers that limit substantive equality among people, ensuring that everyone has the same starting conditions and the opportunity to realize their potential without discrimination.
- **Inclusion and valuing diversity:** Promoting an environment in which every person, regardless of gender, background, identity or other personal characteristics, is welcomed, respected and enabled to fully express his or her potential.
- **Respect for and protection of personal dignity:** Ensuring relationships based on mutual respect and recognition of the value of each individual, counteracting any behavior that impairs their personal and professional dignity.
- **Transparency, equity and meritocracy:** Ensuring clear, impartial and accessible decision-making and management processes, promoting equal opportunities for access and growth based on skills and merit, not on discriminatory factors.

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- **Prevention of all forms of discrimination and harassment:** Taking effective measures to prevent and combat all forms of discrimination, harassment or gender-based violence by creating a safe, respectful and secure environment for all people.

## GOVERNANCE AND ROLES

The key figures and structures involved in the implementation of this Policy are listed below:

- **Dean for Diversity, Inclusion, and Sustainability:** Coordinates committees, department delegates and activities to support inclusion for the student community, faculty and staff, including initiatives for research, teaching and everyone's wellbeing.
- **Equal Opportunity Committee:** Established pursuant to Article 38 of the Statute and Article 21 of the General University Rules, it plays a central role in defining, supervising and monitoring the University's diversity, equity and inclusion policies. As stipulated in the Committee's [Rules](#), it has also assumed the role of Gender Equality Steering Committee in accordance with UNI/PdR 125:2022 with the task of promoting, coordinating and monitoring concrete actions to ensure a fair, respectful and inclusive environment. Specifically, the Committee is responsible for the development and validation of key strategic documents, such as the Gender Report, the Inclusive Gender Equality Plan (IGEP), this Policy itself and the related Gender Equality Strategic Plan, which are key tools for consolidating an inclusive culture and promoting gender equality.
- **Department Delegates:** Appointed by the Dean for Diversity, Inclusion and Sustainability, they work to facilitate the internal exchange of information on policies, projects and actions and to facilitate inter-departmental cooperation on diversity issues.
- **Executive Committee/Managing Director:** Ensure high-level supervision and strategic guidance, and approve strategic corrective actions.
- **Executive Committee:** Approves the Policy.
- **People & Culture:** Ensures the implementation of this Gender Equality Policy, with reference to faculty and staff, through fair and transparent selection, development and compensation practices, adoption of work-life balance measures, and promotion of an inclusive culture, while ensuring first-level monitoring of KPIs and supporting evidence, and reporting on results. It also ensures that the employees involved in the operation of the Integrated Management System<sup>1</sup> have the required skills, guaranteeing their training and updating as the context of reference evolves.
- **Anti-Discrimination Counselor:** Serves as the point of contact for students, faculty and staff who believe they are experiencing discrimination, harassment or other misconduct within the academic community or who are aware of such conduct. Her role in listening, providing guidance, and offering support is crucial to fostering a respectful, inclusive, and safe working and learning environment. The Counselor also assesses whether the reports received fall within the scope of the violations covered by the Whistleblowing Policy and, if so, proceeds within the prescribed timelines informing the reporting party.

<sup>1</sup> The Integrated Management System includes all processes, procedures, and activities concerning staff and faculty with regard to recruitment, hiring, career development, compensation, training, work-life balance and protection from discrimination and harassment.

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The aforementioned reports are handled through internal procedures, ensuring confidentiality and traceability, and, in aggregated form, contribute to the system review process.

- **Whistleblowing Pool:** Directly manages any reports received through the Whistleblowing Portal concerning relevant offences under Legislative Decree 231 that may also fall within the scope of gender equality. Where such reports are received by other parties, including the bodies and roles identified in the governance of this Policy and the Anti-Discrimination Counselor, they must be forwarded to the Whistleblowing Pool within the prescribed timeframe (7 days).

The reports are handled through internal procedures, ensuring confidentiality and traceability, and, in aggregated form, contribute to the system review process.


- **Inclusion Service (Students Outreach & Support):** Acts as a promoter and coordinating hub to translate the University's commitment into action through collaboration with the various areas of the organization, ensuring a consistent approach toward the key stakeholders, primarily students, but also providing support to faculty and staff through the relevant Functions.
- **Corporate Marketing & Communication:** Collaborate in defining the most appropriate ways and forms to communicate and disseminate the content of the Policy to all internal and external stakeholders and the implementation of its principles and goals.
- **Coordination Officers:** The Dean of the Faculty and the Director of People & Culture are responsible for this Policy, ensuring and monitoring its implementation.

## GOALS

In adherence to the principles set out in this Policy, Bocconi University identifies and defines its general goals for improvement in the area of Gender Equality, ensuring all the necessary conditions and behaviors so that the principles themselves are respected and the goals achieved.

In this regard, Bocconi University is committed to:

1. attracting and hiring people with diverse backgrounds and abilities, pursuing gender parity in selection and hiring through the identification of a generally equal pool of candidates, based on objective criteria and avoiding any form of discrimination;
2. adopting tools to prevent all forms of gender discrimination and counteract any act detrimental to the personal dignity, regardless of their role and level of responsibility;
3. preventing sexual harassment and bullying in the workplace;
4. valuing equity in every area: training, performance appraisal and allocation of reward systems, service delivery, etc.;
5. supporting the family welfare of its employees through working arrangements, so as to facilitate work-life balance;
6. ensuring growth and careers based on merit and equal development opportunities;
7. ensuring the protection of parenthood, including with informational initiatives;
8. fostering information, awareness, and engagement actions on issues of equal opportunity and women's empowerment, avoiding stereotypes and promoting the visibility of women's contributions, as well as on pay policies and welfare programs;
9. promoting internal and external communication, including through periodic publications such as the Gender Report and the Inclusive Gender Equality Plan, transparently declaring a desire to

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achieve gender equality across all its components (staff, faculty, students), value diversity and support women's empowerment by committing to disseminate a positive image of women and girls, use language that respects gender differences, etc.;

10. allocating financial resources annually dedicated to activities aimed at affirming gender equality, also taking into consideration the student body.
11. promoting and fostering gender representation among panel speakers at roundtables, conferences, events.

To give substance to these goals, Bocconi University has a "Gender Equality Strategic Plan," updated on an annual basis, prepared by the Steering Committee and monitored by the Head of the Gender Equality Management System. The University also has two other key documents for the pursuit of equal opportunity and gender equality, the Gender Report and the Inclusive Gender Equality Plan (IGEP).

## GUIDING CRITERIA

On the path toward gender equality and inclusion, Bocconi University recognizes the importance of acting across all organizational, strategic and cultural processes. To this end, the University adopts a systemic approach that integrates gender equality into organizational culture and decision-making processes, promoting people's wellbeing, pay equity, and the inclusion and enhancement of diversity in all its forms.

In doing so, it takes into account the UNI/PdR 125:2022 benchmark, which identifies six areas of indicators related to the different variables that characterize an inclusive and gender-equal organization, including:


1. Culture and strategy
2. Governance
3. HR Processes
4. Opportunities for growth and inclusion of women in the University
5. Pay equity by gender
6. Protection of parenthood and work-life balance

## INTERNAL AND EXTERNAL REGULATORY REFERENCES

### Internal regulatory references:

- Model 231
- Whistleblowing Policy
- Codes of Conduct
- Procurement Policy (third parties)
- Information Security / Data Governance Policy (documentation and KPIs)
- Internal Regulatory System Regulations

### External regulatory references:

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- UNI/PdR 125:2022
- Applicable legislation on non-discrimination and equal opportunities

## POLICY MONITORING AND IMPLEMENTATION

All these areas are monitored through specific performance indicators in order to periodically assess the progress achieved, identify any areas for improvement and promote corrective actions with a view to continuous improvement and full implementation of the principle of gender equality.

Within the broader framework of the organization's guidelines, for the purpose of assessing its suitability and the need to make changes or additions and in conjunction with the Gender Equality Strategic Plan, this Gender Equality Policy provides for the establishment and Periodic Review of gender equality goals.

## POLICY DISSEMINATION

The Gender Equality Policy is disclosed through the institutional website, intranet and other internal communication channels to ensure its knowledge and application by the entire university community.

## TRACEABILITY AND RETENTION OF DOCUMENTS COVERED BY THE REGULATORY INSTRUMENT

The People & Culture Function is responsible in matters of filing, tracking, storing and updating this Policy.

## RELATIONSHIP TO BODIES AND INFORMATION FLOWS

The Director of People & Culture, in coordination with Inclusion Service (Students Outreach & Support), periodically informs University leadership on the progress of activities following prior consultation with the Dean of the Faculty on matters within their respective remits, shall ensure that timely reports are submitted to the Supervisory Body only in the presence of potentially relevant non-compliance or anomalies under Legislative Decree 231 (e.g. documentary irregularities, audit or inspection findings, disputes or the use of data or certifications vis-à-vis third parties or Public Authorities).