



POLITECNICO  
MILANO 1863

2025

# Gender Budget

2025

# Gender Budget

# Contents

## PREFACE

## TABLE OF CONTENTS

<b>1. INTRODUCTION</b>	<b>13</b>
1.2 Equal opportunities and inclusion: political and managerial governance	14
<b>2. ANALYSIS</b>	<b>17</b>
2.1 Student Body	19
FOCUS ON: Gender balance in degree programmes	23
FOCUS ON: International students	28
FOCUS ON: Employment survey	33
2.2 Academic Staff	37
FOCUS ON: Early stages of the Academic career	41
2.3 Technical and Administrative Staff	45
2.4 Collaborations	47
<b>3. ACTIONS</b>	<b>49</b>
3.1 Gender Equality Plan 2024 – 2026: monitoring of actions in support of Equal Opportunities	51
FOCUS ON: The Politecnico and the business world	58
<b>4. ECONOMIC RESOURCES</b>	<b>63</b>



## PREFACE

Gender equality is now internationally recognised as one of the key drivers of sustainable growth, innovation, and competitiveness for institutions, businesses, and societies. According to the World Economic Forum's Global Gender Gap Report 2024, it will take more than 130 years to close the global gender gap. This figure is a clear reminder of the urgency of accelerating change and building fairer, more open, and more inclusive communities.

**Universities** play a decisive role as engines of cultural and economic transformation. By promoting inclusive policies, valuing female leadership, and adopting practices that ensure equal opportunities, universities not only reduce inequalities within their own institutions but also become concrete examples for society as a whole. They are places where critical thinking is fostered, where collaboration across differences is experienced, and where the awareness that students will carry with them into the world of work is shaped, contributing to the dissemination of more responsible and inclusive behaviours.

For **Politecnico di Milano**, valuing diversity is not merely a matter of social justice: it is a strategy for development and innovation. A plurality of perspectives fuels scientific excellence, design creativity, and the capacity to respond effectively to global challenges. From this perspective, the Gender Equality Certification obtained in 2024 in accordance with UNI/PdR 125:2022 represents an important recognition of a path already underway, and above all a stimulus to continue with renewed determination.

Gender equality cannot be addressed as an isolated objective. It is an integral part of a **broader vision of sustainable growth**, which weaves together equity, innovation, and organisational well-being. Investing in an inclusive environment means attracting and valuing talent, strengthening the sense of belonging, and generating positive impacts that extend beyond the boundaries of the University, involving the local community, businesses, and civil society.

This vision is translated into **concrete actions**: mentoring and training programmes dedicated to women's careers in STEM disciplines, work-life balance measures, transparency policies in recruitment and promotion processes, and awareness-raising initiatives addressed to the entire university community. Every step forward represents a piece of a larger mosaic, built through the shared commitment of academic staff, technical and administrative staff, researchers, and students.

Now, in its seventh edition, the **Gender Budget** provides an evolving picture, in which signs of rebalancing emerge and, in some cases, reversals of long-standing trends can be observed. However, this document is not merely a collection of figures: it is the expression of a shared vision, the acknowledgement of a collective commitment, and an invitation to act together, in the awareness that gender equality is not a destination to be reached, but a process of collective transformation that requires consistency, responsibility, and vision.

Donatella Sciuto  
Rettrice

## TABLE OF CONTENTS

<b>Table 1</b>	The three university components: percentages by gender a.y. 2021/22, 2022/23, 2023/24	<b>15</b>	<b>Table 18</b>	Employment data of Italian bachelor's graduates one year after graduation - 2023 bachelor's graduates	<b>35</b>
<b>Table 2</b>	Percentage of enrolled students by study area, type of degree (equivalent to bachelor/master degree) and gender a.y. 2021/22, 2022/23, 2023/24	<b>20</b>	<b>Table 19</b>	Employment data of Italian and International master's graduates one year after graduation - 2023 master's graduates	<b>35</b>
<b>Table 3</b>	First-year dropouts by gender - enrolled in a.y. 2021/22, 2022/23, 2023/24	<b>21</b>	<b>Table 20</b>	Employment data of PhD graduates 4 - 5 years after graduation	<b>35</b>
<b>Table 4</b>	Average graduation score by type of degree (equivalent to bachelor/master degree), study area, year of graduation and by gender a.y. 2021/22, 2022/23, 2023/24**	<b>21</b>	<b>Table 21</b>	Percentage of female and male professors at Politecnico di Milano by position - year 2024	<b>39</b>
<b>Table 5</b>	Percentage of women among enrolled students and graduates in the three areas of the university, for bachelor degree programmes, master degree programmes - enrolled students and graduates in a.y. 2021/22, 2022/23, 2023/24	<b>22</b>	<b>Table 22</b>	Distribution of Politecnico di Milano professors by position and gender - years 2021-2022-2023-2024	<b>39</b>
<b>Table 6</b>	Percentage of female PhD candidates in the three areas	<b>23</b>	<b>Table 23</b>	Distribution of female professors of Politecnico di Milano by position - years 2019 - 2020 -2021-2022-2023-2024	<b>40</b>
<b>Table 7</b>	Gender balance in study programmes	<b>25</b>	<b>Table 24</b>	Distribution by age group, position and gender - year 2024	<b>40</b>
<b>Table 8</b>	Master degree a.y. 2023/24	<b>26</b>	<b>Table 25</b>	Glass Ceiling Index (GCI) of Politecnico di Milano years 2020-2021-2022-2023-2024	<b>41</b>
<b>Table 9</b>	Distribution by undergraduate degree of enrolled students and detail of international students' geographical origin - a.y. 2023/2024	<b>29</b>	<b>Table 26</b>	Percentage of funded projects out of total proposals years 2021*, 2022*, 2023*, 2024*	<b>41</b>
<b>Table 10</b>	Distribution of international students in the three areas a.y. 2021/22-2023/24	<b>29</b>	<b>Table 27</b>	Changes in the percentage of women by position at Politecnico di Milano - years 2019, 2020, 2021, 2022, 2023,2024	<b>43</b>
<b>Table 11</b>	Distribution of enrolled students by gender, comparison between Italian and International students 2020/21 - 2022/2023 2023/2024	<b>29</b>	<b>Table 28</b>	Percentage of women among young academics by department year 2024	<b>43</b>
<b>Table 12</b>	Change in the percentage of enrolled female students by study area, comparison between Italian and International students a.y. 2021/22-2023/24	<b>30</b>	<b>Table 29</b>	Newly recruited untenured assistant professors by gender years 2022, 2023, 2024	<b>44</b>
<b>Table 13</b>	Distribution of enrolled students by gender and field of study, comparison between Italian and International students a.y. 2023/2024	<b>30</b>	<b>Table 30</b>	Newly recruited tenure-track assistant professors by gender years 2022,2023,2024	<b>44</b>
<b>Table 14</b>	Student career status by gender and year of enrollment, comparison between Italian and International students	<b>31</b>	<b>Table 31</b>	Average age of young academics by department year 2022-2024	<b>44</b>
<b>Table 15</b>	Percentage of students who graduated on time out of total graduates by gender and academic year of entry, comparison of Italian and International students	<b>32</b>	<b>Table 32</b>	Numbers by gender and position of the technical and administrative staff of Politecnico di Milano by category year 2024	<b>46</b>
<b>Table 16</b>	Final graduation score by gender, comparison of Italian and International students - years of enrollment 2017/18, 2020/21	<b>32</b>	<b>Table 33</b>	Percentage of female technical and administrative staff by position at Politecnico di Milano, years 2022, 2023, 2024	<b>46</b>
<b>Table 17</b>	Time to degree by gender: comparison of Italian and International students - years of enrollment 2017/18, 2020/21	<b>33</b>	<b>Table 34</b>	Summary table of leaves and work-life balance measures as of December 31, 2024	<b>64</b>
			<b>Table 35</b>	POP, Equal Opportunities and CUG	<b>64</b>
			<b>Table 36</b>	Scholarships for gender equality	<b>64</b>
			<b>Table 37</b>	Funded projects	<b>65</b>

# Introduction



# 01. Introduction

This seventh edition of the Gender Budget of the Politecnico di Milano provides an updated overview of the **gender dimension within the University** across its three reference areas – the student body, academic staff, and Technical and Administrative Staff (TAS). The report is enriched with new focus sections and further in-depth analyses of dimensions already examined in previous editions. The opening section also presents a mapping of the political and administrative governance structures dedicated to defining gender policies, as well as the related action plans and their implementation and monitoring.

In line with the University Strategic Plan, the Sustainability Strategic Plan, and the Gender Equality Certification obtained at the end of 2024, the report includes an analysis related to the increase in gender-balanced degree programmes with reference to the student body (**Focus on: Gender balance in degree programmes**). This analysis classifies programmes as male-dominated, female-dominated, or gender-neutral, and is further enriched by dimensions related to dropout rates, academic performance, and students' background (**Focus on: International students**), updating an initial analysis already proposed in the 2021 edition.

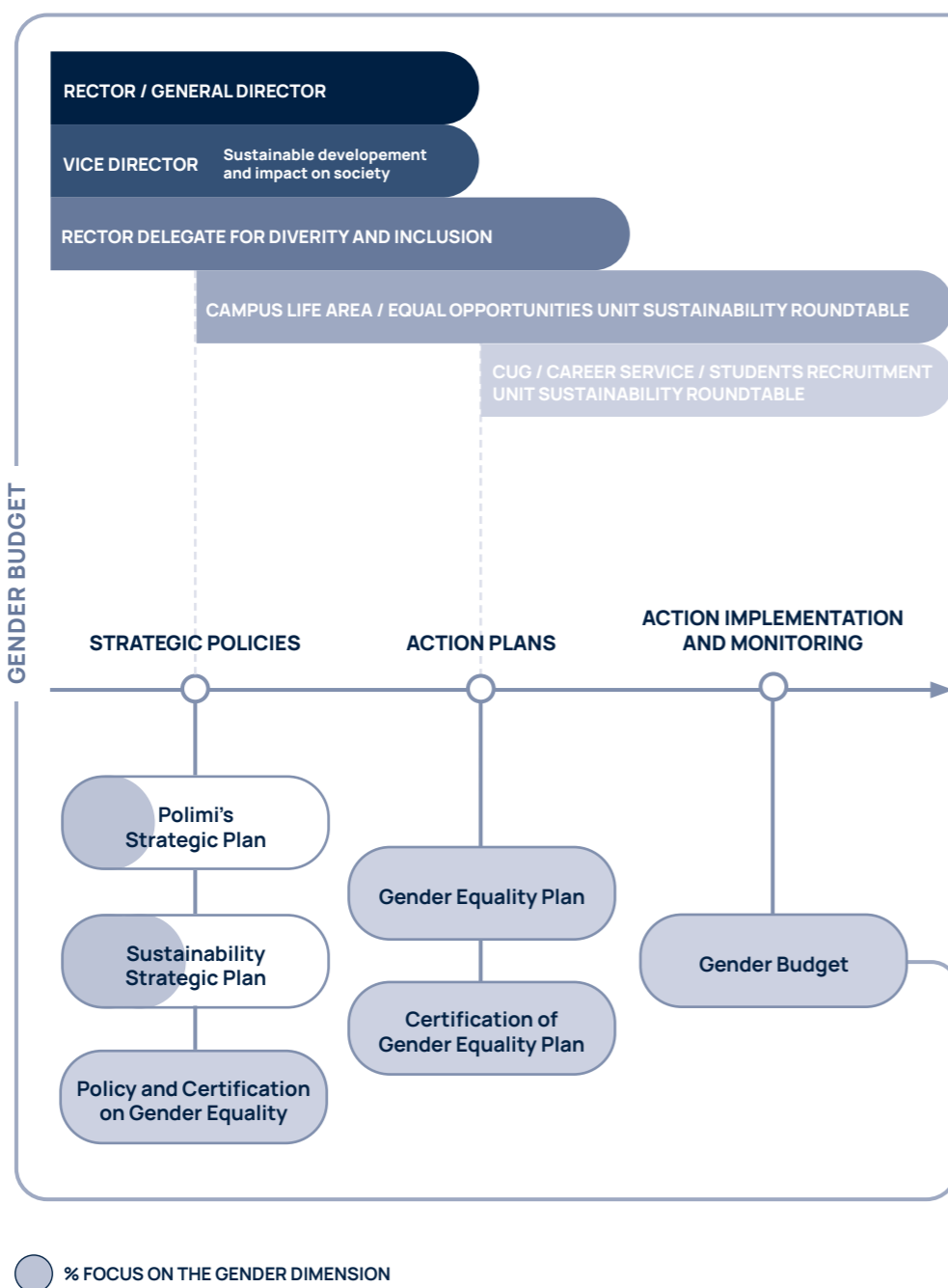
Similarly, the new results of the employment survey (**Focus on: Employment Survey**) allow for renewed analysis of the gender pay gap among graduates and the different types of employment contracts obtained after graduation, highlighting both progress and persisting critical issues in the employment domain (data referring to the 2023 cohort, one year after graduation). The document also anticipates the results of the most recent analysis (2025) dedicated to PhD graduates, five years after obtaining their degree.

A further **focus is dedicated to early-stage academics**. In this case as well, the analysis is closely linked to one of the objectives of the University Strategic Plan, specifically aimed at rebalancing the University community in terms of gender.

The document concludes with the reporting of the first year of actions envisaged by the second edition of the **University Gender Equality Plan (2024-2026)**, an overview of the economic resources allocated by the Politecnico to Equal Opportunities policies, and a **ocus on initiatives carried out in collaboration with companies** committed to equal opportunities.

To complement the numerical and economic dimensions, and to reflect the complexity of the managerial and political aspects currently associated with gender equality, and its pursuit within the institution, this edition also presents an overview of DEI (Diversity, Equity and Inclusion) governance through a dedicated infographic included in the final pages of the document.

### EQUAL OPPORTUNITIES AND INCLUSION: POLITICAL AND MANAGERIAL GOVERNANCE



**Table 1: THE THREE UNIVERSITY COMPONENTS: PERCENTAGES BY GENDER  
A.Y. 2021/22, 2022/23, 2023/24**

Women			Men			Technical and Administrative Staff		
Student			Professors			Technical and Administrative Staff		
65.1%	64.1%	64.5%	69.9%	69.2%	69.7%	39.4%	38.7%	38.8%
34.9%	35.9%	35.5%	30.1%	30.8%	30.3%	60.6%	61.3%	61.2%
2021/22	2022/23	2023/24	2022	2023	2024	2022	2023	2024





# Analysis

# 02. Analysis

## 2.1 Student Body

«Building an inclusive University that represents an open gateway to STEM studies and careers – Science, Technology, Engineering and Mathematics»

As usual, this edition of the Gender Budget opens by focusing on the evolution of the **student population** at the Politecnico di Milano over the last three academic years, observed through a gender lens.

Over the academic years 2021/22, 2022/23 and 2023/24, the proportion of female students increased from 34.9% to 35.5%, confirming a previously established upward trend. This is a non-negligible increase, considering the structural dynamics that characterise enrolment patterns in STEM disciplines.

As widely acknowledged, reversing historical trends and achieving a more balanced participation of women and men in STEM studies requires time and sustained commitment, particularly in **engineering disciplines**, which account for the majority of student enrolments at the University.

In **Architecture and Design**, women have long represented the majority of students. In Engineering, in academic year 2023/24, female students accounted for 25% of enrolments in Bachelor's degree programmes (an increase of 0.9 percentage points over the three-year period) and 29.4% in Master's degree programmes. As discussed in the following section dedicated to gender-balanced degree programmes, the distribution of female students across engineering disciplines remains heterogeneous. It is also worth noting that, across all three academic areas of the University, Master's degree programmes consistently show a higher proportion of female students compared to Bachelor's degree programmes.

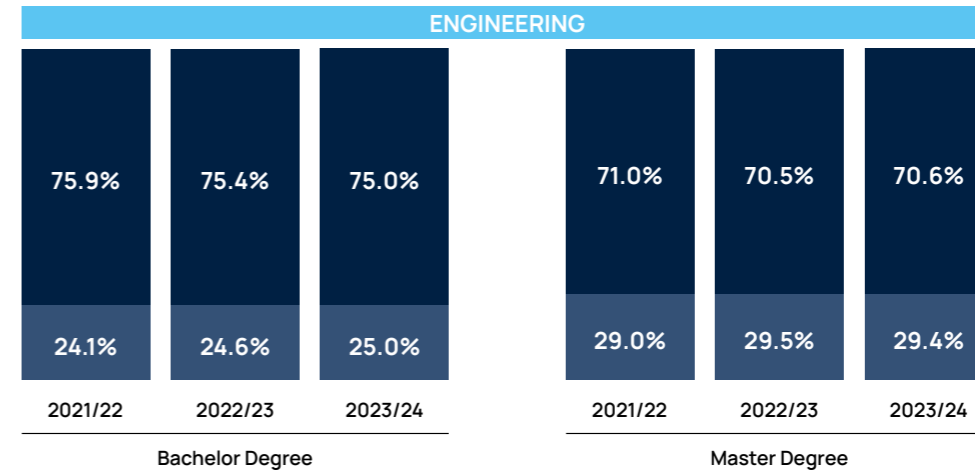
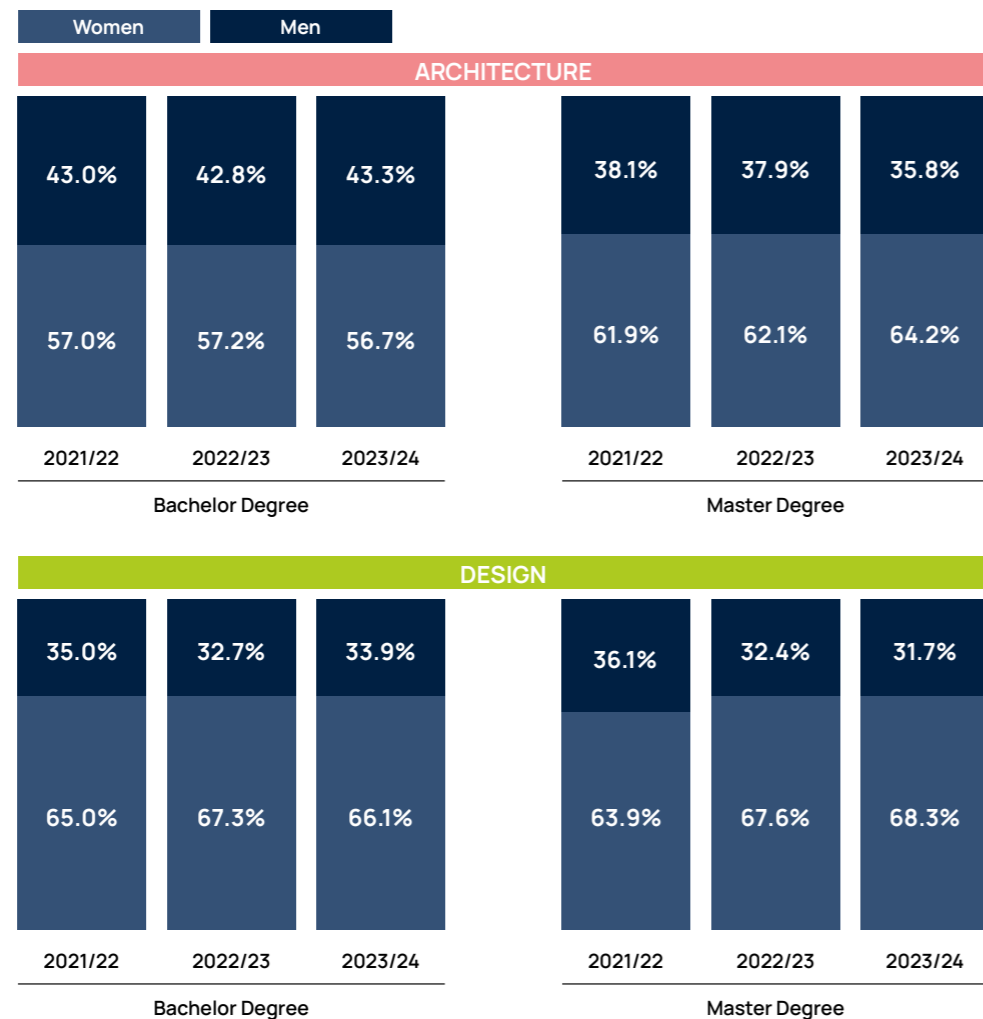
Female students continue to demonstrate stable academic pathways, **with lower dropout rates than their male counterparts. In academic year 2023/24, dropout rates decreased for both genders in both Bachelor's and Master's degree programmes. Specifically, dropout rates were 8.5% for male students and 7.3% for female students at Bachelor's level, and 3.5% for male students and 2.9% for female students at Master's level.** The significant reduction in dropout rates observed over the three-year period, particularly at Bachelor's level, confirms the effectiveness of academic support measures introduced by the University, notably structured orientation initiatives and tutoring programmes.

From the perspective of academic performance, measured in terms of final degree grades, female students achieve results that are comparable to, or slightly

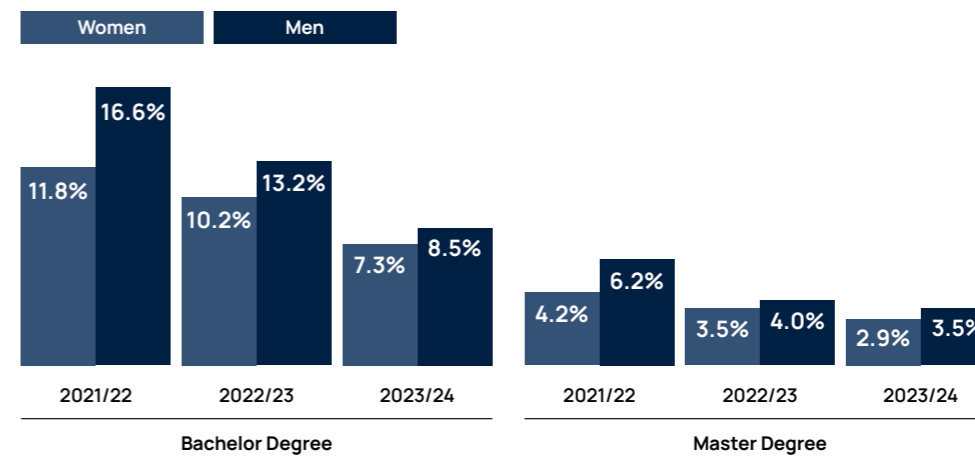
better than, those of male students. The femininity ratio (number of women per one hundred men) is significantly higher among graduates than among enrolled students, particularly in Engineering, highlighting the effectiveness of female students in completing their study programmes successfully. This trend is also confirmed at national level by the [“Focus Gender Gap 2025”](#) report by AlmaLaurea and by the Ministry of University and Research document [“Women’s Careers in Academia”](#) (March 2025), which reports that in Engineering and Technology women account for 27.9% of enrolments and 29.6% of graduates. These figures decrease to 16.7% and 17.3%, respectively, when considering the Information and Communication Technology area.

The highest level of education is represented by doctoral programmes. Over the three-year period, the proportion of female PhD candidates has remained broadly stable at University level, with a more pronounced upward trend in Design. In Engineering, the proportion of female PhD candidates in 2024 reached 29.6%, closely aligned with the proportion of women enrolled in Master’s degree programmes (29.4%), thus indicating a significant attractiveness of doctoral studies for female students.

**Table 2: PERCENTAGE OF ENROLLED STUDENTS BY STUDY AREA, TYPE OF LAUREA (EQUIVALENT TO BACHELOR/MASTER DEGREE) AND GENDER - A.Y. 2021/22, 2022/23, 2023/24**



**Table 3: FIRST-YEAR DROPOUTS BY GENDER - ENROLLED IN A.Y. 2021/22, 2022/23, 2023/24**



**Table 4: AVERAGE GRADUATION SCORE BY TYPE OF LAUREA (EQUIVALENT TO BACHELOR/MASTER DEGREE), STUDY AREA, YEAR OF GRADUATION AND BY GENDER A.Y. 2021/22, 2022/23, 2023/24**

A.Y.	ENGINEERING							
	BACHELOR DEGREE			MASTER DEGREE			Total	Total
	WOMEN	MEN	Total	WOMEN	MEN	Total		
2021	96,0	95,1	95,3	103,3	102,1	102,4	98,9	
2022	96,3	95,3	95,6	103,1	101,6	102,1	99,1	
2023	95,8	95,7	95,7	102,7	101,9	102,1	98,9	

A.Y.	ARCHITECTURE							
	BACHELOR DEGREE			MASTER DEGREE			Total	Total
	WOMEN	MEN	Total	WOMEN	MEN	Total		
2021	104,9	103,5	104,3	108,1	108,0	108,1	106,5	
2022	104,3	103,6	104,0	106,8	106,6	106,8	105,7	
2023	104,4	102,8	103,8	107,2	107,3	107,2	105,8	

DESIGN							
A.Y.	BACHELOR DEGREE			MASTER DEGREE			Total
	WOMEN	MEN	Total	WOMEN	MEN	Total	
	Avarege score	Avarege score	Avarege score	Avarege score	Avarege score	Avarege score	Avarege score
2021	106,1	103,3	105,0	107,2	105,9	106,7	105,8
2022	105,1	103,6	104,5	107,1	106,3	106,8	105,5
2023	104,2	102,5	103,6	107,1	106,2	106,8	105,0

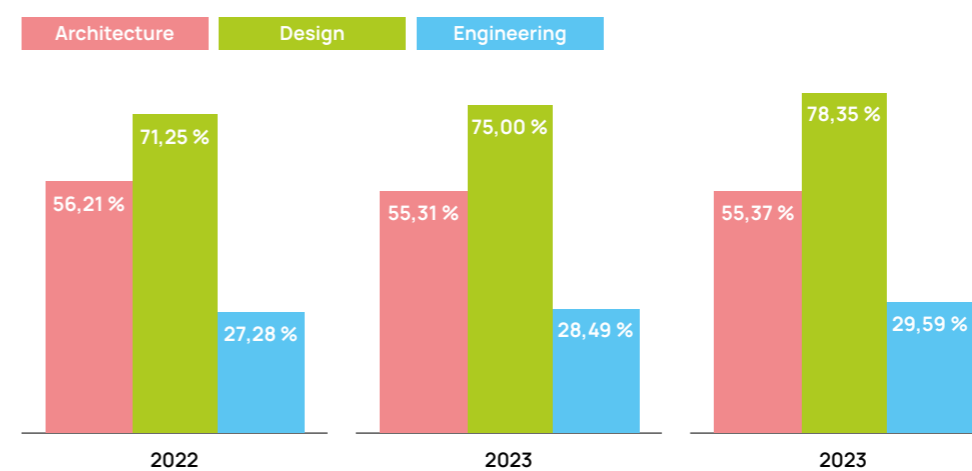
**Table 5: PERCENTAGE OF WOMEN AMONG ENROLLED STUDENTS AND GRADUATES IN THE THREE AREAS OF THE UNIVERSITY, FOR BACHELOR DEGREE PROGRAMMES, MASTER DEGREE PROGRAMMES - ENROLLED STUDENTS AND GRADUATES IN A.Y 2021/22, 2022/23, 2023/24**

BACHELOR DEGREE				
BD enrolled	ARCHITECTURE	DESIGN	ENGINEERING	Total
2021/2022	130,0 %	149,0 %	31,2 %	47,0 %
2022/2023	131,9 %	163,7 %	31,9 %	48,5 %
2023/2024	129,1 %	169,3 %	32,6 %	49,4 %
BD Graduates	ARCHITECTURE	DESIGN	ENGINEERING	Total
2021	141,8 %	147,4 %	33,2 %	51,3 %
2022	164,4 %	167,5 %	35,3 %	55,9 %
2023	158,4 %	163,6 %	35,5 %	56,1 %
Total	154,6 %	159,5 %	34,7 %	54,5 %

MASTER DEGREE				
BD enrolled	ARCHITECTURE	DESIGN	ENGINEERING	Total
2021/2022	180,7 %	182,2 %	39,9 %	62,6 %
2022/2023	153,9 %	178,4 %	43,7 %	63,8 %
2023/2024	177,7 %	187,8 %	41,5 %	63,8 %
BD Graduates	ARCHITECTURE	DESIGN	ENGINEERING	Total
2021	180,7 %	182,2 %	39,9 %	62,6 %
2022	153,9 %	178,4 %	43,7 %	63,8 %
2023	177,7 %	187,8 %	41,5 %	63,8 %
Total	169,6 %	182,9 %	41,7 %	63,4 %



**Table 6: PERCENTAGE OF FEMALE PHD CANDIDATES IN THE THREE AREAS**



	2022	2023	2024	Totale
Architecture	199	224	232	655
Design	57	72	76	205
Engineering	519	638	705	1862
Totale	775	934	1013	2722

### FOCUS ON: Gender balance in degree programmes

As anticipated in the previous section, **gender balance** across degree programmes at Politecnico di Milano is not homogeneous, particularly within engineering disciplines. [Guidelines issued by CRUI and the Italian Ministry of University and Research](#) define a degree programme as male-dominated when more than 60% of enrolled students are men, female-dominated when more than 60% are women, and gender-neutral when neither gender reaches the 60% threshold.

At Bachelor's level, Architecture programmes at Politecnico di Milano display a substantially balanced gender distribution. Design programmes show a clear predominance of female students, whereas Engineering programmes present the opposite case. At Bachelor's level, only two Engineering degree programmes can be classified as gender-balanced, while at Master's level the number increases to eight.

It is nevertheless important to underline the **considerable variability in gender composition** across individual Engineering programmes. In some cases, such as Biomedical Engineering, female students outnumber male students (accounting for 42% of Bachelor's enrolments and 38% of Master's enrolments). At the opposite, Engineering programmes with a strong industrial and production-oriented focus remain heavily male-dominated. Mechanical, Electrical, Electronic, Physical, Computer, and Automation Engineering programmes all record male enrolment rates exceeding 80% at Bachelor's level.

National data confirm this pattern, indicating that only 9% of women choose Information and Communication Technology disciplines. At national level,

among Engineering and Technology degree programmes, 68% are male-dominated, 23% are gender-neutral, and 10% are female-dominated, reflecting a slight but steady improvement compared to previous years.

Within the **University Strategic Plan** for the 2023–2025 period, Politecnico di Milano has set the objective of increasing the share of gender-balanced degree programmes up to 30%. This ambitious target aims to address the disparities observed across Engineering programmes and to counteract persistent gender stereotypes. Progress achieved so far is significant: the proportion of gender-balanced programmes increased from approximately 20.5% in academic year 2022/23 to around 26.4%, exceeding the national average for Engineering and Technology programmes (23%) and approaching the strategic target.

This positive trend is also the result of targeted institutional efforts, including [Girls@PoliMI](#), project. This scholarship programme, funded by both the University and corporate partners, is specifically designed to support female students enrolling in Engineering Bachelor's programmes where female representation is below 20%.



**Table 7: BACHELOR DEGREE A.Y. 2023/2024**

	Women	Men
<b>ENGINEERING</b>		
Biomedical Engineering	57,92 %	42,08 %
Environmental and Land Planning Engineering	45,12 %	54,88 %
Chemical Engineering	38,95 %	61,05 %
Building and Construction Engineering	35,48 %	64,52 %
Mathematical Engineering	35,43 %	64,57 %
Civil Engineering	35,29 %	64,71 %
Management Engineering	32,17 %	67,83 %
Materials and Nanotechnology Engineering	26,20 %	73,80 %
Aerospace Engineering	23,64 %	76,36 %
Industrial Production Engineering	22,54 %	77,46 %
Energy Engineering	22,22 %	77,78 %
Physics Engineering	19,23 %	80,77 %
Electrical Engineering	17,22 %	82,78 %
Engineering of Computing Systems	14,35 %	85,65 %
Electronic Engineering	14,07 %	85,93 %
Automation Engineering	13,20 %	86,80 %
Mechanical Engineering	12,76 %	87,24 %
<b>ARCHITECTURE</b>		
Architectural Design	59,44 %	40,56 %
Urban planning: Cities, Environment and Landscape	49,62 %	50,38 %
<b>DESIGN</b>		
Interior Design	76,88 %	23,12 %
Fashion Design	73,64 %	26,36 %
Communication Design	68,72 %	31,28 %
Industrial Product Design	49,45 %	50,55 %

Table 8: MASTER DEGREE A.Y. 2023/2024

	Women	Men
<b>ENGINEERING</b>		
Biomedical Engineering	62,24 %	37,76 %
Transformative Sustainability	57,35 %	42,65 %
Environmental and Land Planning Engineering	55,56 %	44,44 %
Food Engineering	51,90 %	48,10 %
Management of Built Environment	46,81 %	53,19 %
Bioinformatics for Computational Genomics	44,44 %	55,56 %
Chemical Engineering	43,46 %	56,54 %
Geo-informatics Engineering	41,07 %	58,93 %
Management Engineering	39,67 %	60,33 %
Civil Engineering	33,51 %	66,49 %
Cyber Risk Strategy and Governance	32,56 %	67,44 %
Civil Engineering for Risk Mitigation	30,99 %	69,01 %
Telecommunication Engineering	30,65 %	69,35 %
Materials Engineering and Nanotechnology	29,76 %	70,24 %
Engineering Physics	28,57 %	71,43 %
Nuclear Engineering	28,31 %	71,69 %
Mathematical Engineering	27,99 %	72,01 %
Space Engineering	25,64 %	74,36 %
Electrical Engineering	25,26 %	74,74 %
Agricultural Engineering	25,00 %	75,00 %
Energy Engineering	24,08 %	75,92 %
Hig Performance Computing Engineering	23,26 %	76,74 %
Music and Acoustic Engineering	20,63 %	79,37 %
Aeronautical Engineering	18,65 %	81,35 %
Mobility Engineering	18,42 %	81,58 %
Automation Engineering	17,92 %	82,08 %
Engineering of Computing Systems	16,67 %	83,33 %
Mechanical Engineering	12,04 %	87,96 %
Electronics Engineering	10,17 %	89,83 %



<b>ARCHITECTURE</b>		
Landscape Architecture. Land Landscape Heritage	73,79 %	26,21 %
Sustainable Architecture and Landscape Design	72,63 %	27,37 %
Architecture Build Environment - Interiors	66,55 %	33,45 %
Architectural Design History	65,59 %	34,41 %
Architecture and Urban Design	64,25 %	35,75 %
Urban Planning and Policy Design	61,24 %	38,76 %
Architecture Construction Architecture	59,81 %	40,19 %

<b>DESIGN</b>		
Interior and Spatial Design	81,70 %	18,30 %
Design for the Fashion System	79,80 %	20,20 %
Digital and Interaction Design	78,63 %	21,37 %
Product Service System Design	76,84 %	23,16 %
Communication Design	71,70 %	28,30 %
Integrated Product Design	53,78 %	46,22 %
Design & Engineering	35,20 %	64,80 %

### FOCUS ON: International students

This focus section examines international students at Politecnico di Milano. They actually represent a substantial and steadily growing share of the University's student population.<sup>1</sup> The most recent data (2024) indicate that international students account for 13.4% of total enrolments, a proportion that rises to 28.1% when considering Master's degree programmes only.

Analysis of the countries in which international students obtained their Bachelor's degree – referred to as “countries of origin” – shows that the majority come from Asia (59.55%), followed by non-EU European countries<sup>2</sup> (19.3%) and South America (8.3%).

Over the three-year period considered, more than half of international students are enrolled in Engineering programmes, approximately one third in Architecture, and the remaining 12% in Design. During the same period, the proportion of female international incoming consistently exceeded that of Italian female students, with differences exceeding 10 percentage points. In academic year 2023/24, female international incoming accounted for 48.5% compared to 36.2% among Italian incoming.

Trends in the femininity ratio for Italian and international students, disaggregated by academic area, reveal that in Architecture and Design field, the ratio for international students is consistently higher and steadily increasing compared to Italian students. A similar pattern is observed in Engineering, although with smaller numerical differences.

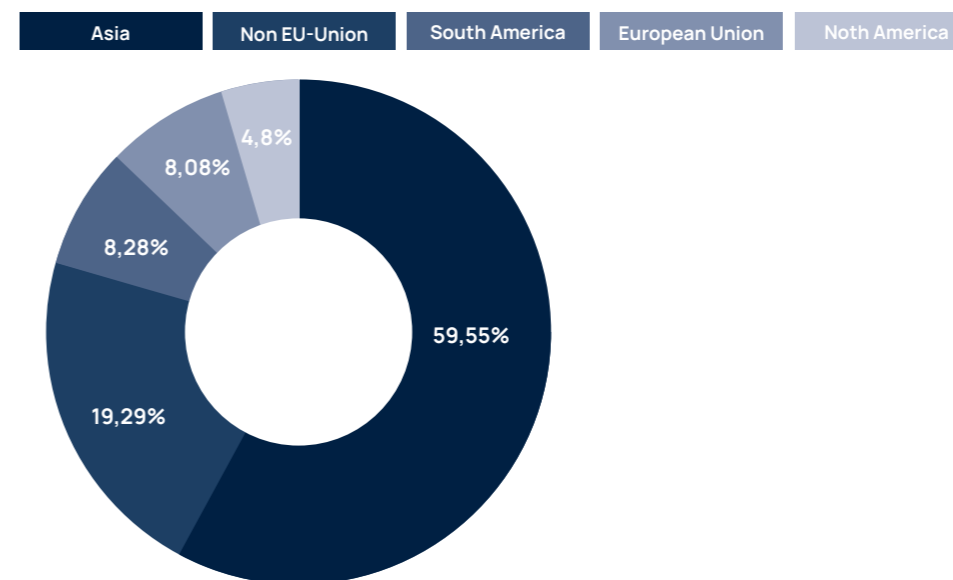
Further analysis considers the geographical area of origin of international students and their field of study at Politecnico di Milano in academic year 2023/24. While the data must be interpreted with caution due to small sample sizes for certain country-discipline combinations, clear patterns emerge. In Architecture and Design, for all geographical areas considered – with the sole exception of Africa in Architecture – female international students outnumber male students. In Engineering, the opposite is observed; however, with the exception of Africa and the European Union, the proportion of female international students remains higher than that of Italian female students.

Looking at academic careers, analysis of career status shows that female students, both Italian and international, graduate at higher rates and drop out less frequently than male students. These differences persist when examining graduation within the expected timeframe, final degree grades, and time to degree, all of which indicate better performance among female students. Moreover, the advantage in final degree grades is more pronounced among international female students than among Italian female students, suggesting that gender-related performance patterns are consistent across nationalities.

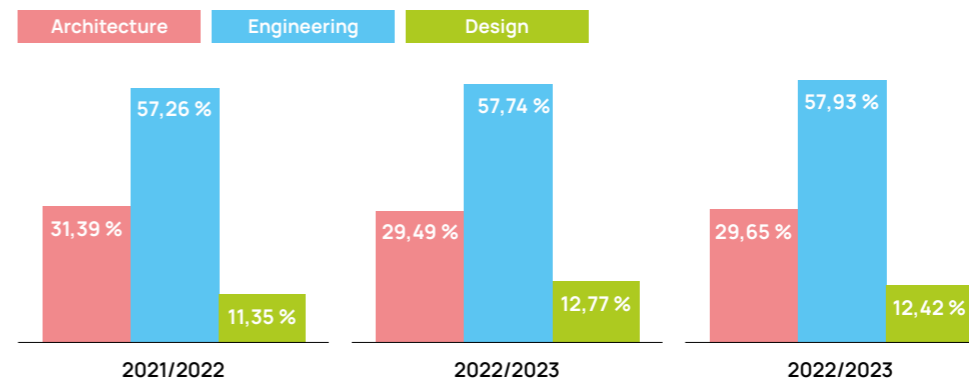
<sup>1</sup> We define “international students” as those who have enrolled in a Master's degree programme at POLIMI holding a first-cycle degree (Bachelor's degree or equivalent) awarded by a university or an equivalent institution based abroad.

<sup>2</sup> The following countries are classified as “non-EU Europe”: Albania, Andorra, Belarus, Bosnia and Herzegovina, Vatican City, Iceland, Kosovo, Liechtenstein, North Macedonia, Moldova, Montenegro, Norway, Principality of Monaco, Russia, San Marino, Serbia, Switzerland, Turkey, Ukraine.

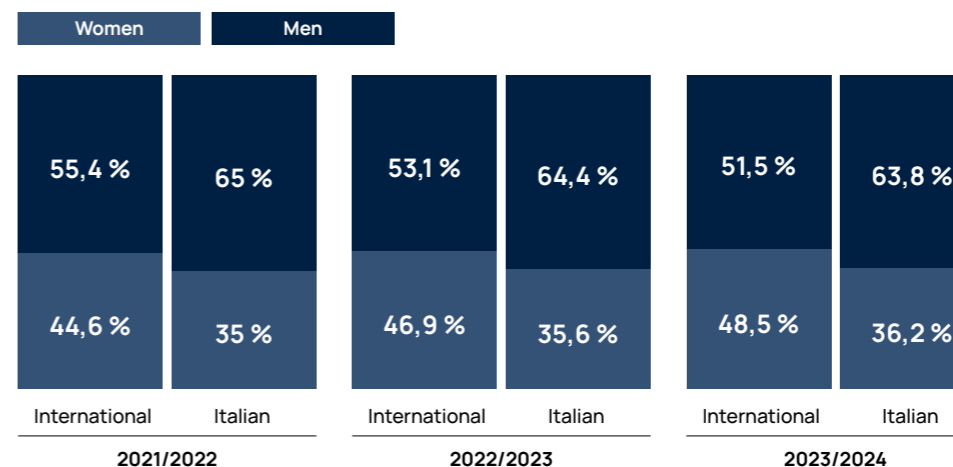
**Table 9: DISTRIBUTION BY UNDERGRADUATE DEGREE OF ENROLLED STUDENTS AND DETAIL OF INTERNATIONAL STUDENTS' GEOGRAPHICAL ORIGIN - A.Y. 2023/2024**



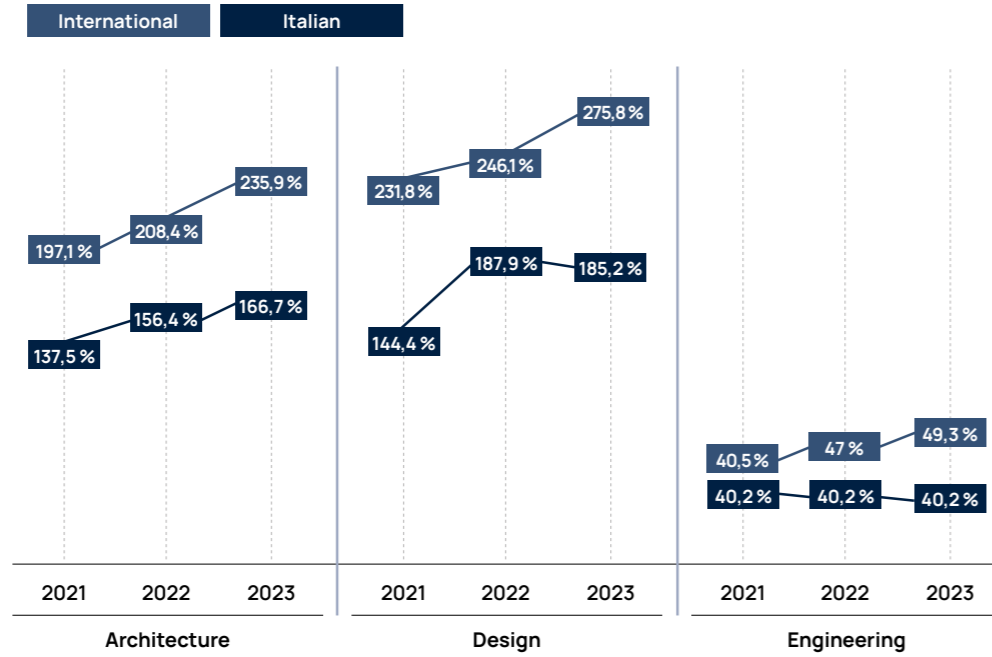
**Table 10: DISTRIBUTION OF INTERNATIONAL STUDENTS IN THE THREE AREAS - A.Y. 2021/22-2023/24**



**Table 11: DISTRIBUTION OF ENROLLED STUDENTS BY GENDER, COMPARISON BETWEEN ITALIAN AND INTERNATIONAL STUDENTS 2020/21 - 2023-24**



**Table 12: CHANGE IN THE FEMALE RATIO OF ENROLLED FEMALE STUDENTS BY STUDY AREA, COMPARISON BETWEEN ITALIAN AND INTERNATIONAL STUDENTS - A.Y. 2021/22-2023/24**



**Table 13: DISTRIBUTION OF ENROLLED STUDENTS BY GENDER AND FIELD OF STUDY, COMPARISON BETWEEN ITALIAN AND INTERNATIONAL STUDENTS - A.Y. 2023/2024**

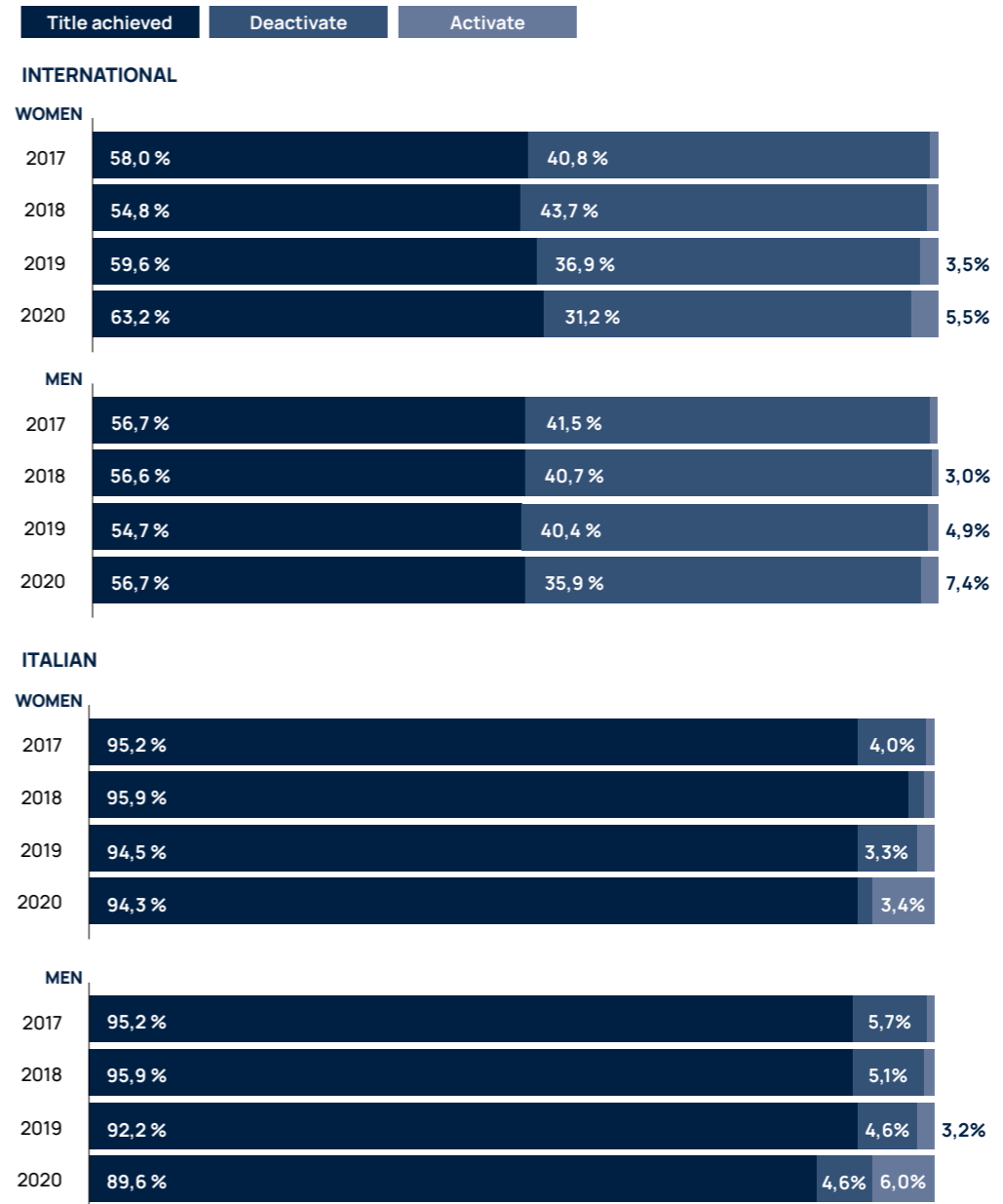
	ENGINEERING					
	Women		Men		Total	
	Nr.	%	Nr.	%	Nr.	%
<b>ITALIAN</b>	<b>1192</b>	<b>28,63%</b>	<b>2971</b>	<b>71,37%</b>	<b>4163</b>	<b>100,00%</b>
Italy	1192	28,63%	2971	71,37%	4163	100,00%
<b>INTERNATIONAL</b>	<b>412</b>	<b>33,04%</b>	<b>835</b>	<b>66,69%</b>	<b>1247</b>	<b>100,00%</b>
Africa	19	19,00%	81	81,00%	100	100,00%
North America	14	29,17%	34	70,83%	48	100,00%
South America	34	35,42%	62	64,58%	96	100,00%
Asia	243	33,61%	480	66,39%	723	100,00%
Non EU-Union	83	41,09%	119	58,91%	202	100,00%
European Union	19	24,36%	59	75,64%	78	100,00%
<b>Total</b>	<b>1604</b>	<b>29,65%</b>	<b>3806</b>	<b>70,35%</b>	<b>5410</b>	<b>100,00%</b>

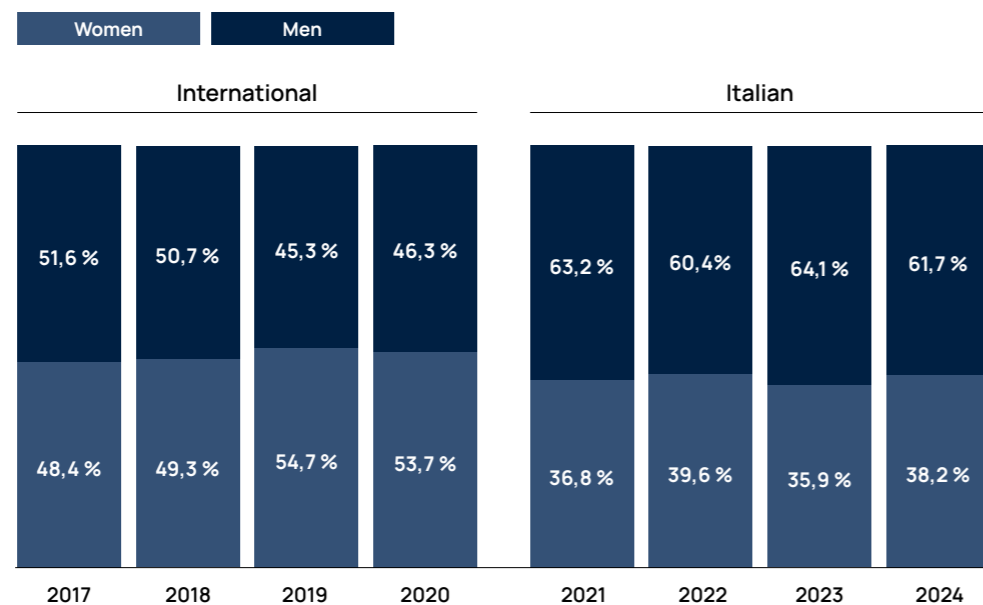
	DESIGN					
	Women		Men		Total	
	Nr.	%	Nr.	%	Nr.	%
<b>ITALIAN</b>	<b>313</b>	<b>64,94%</b>	<b>169</b>	<b>35,06%</b>	<b>482</b>	<b>100,00%</b>
Italy	313	64,94%	169	35,06%	482	100,00%
<b>INTERNATIONAL</b>	<b>182</b>	<b>73,99%</b>	<b>66</b>	<b>26,61%</b>	<b>248</b>	<b>100,00%</b>
Africa	2	100,00%			100	100,00%
North America	6	54,55%	5	45,45%	11	100,00%
South America	8	66,67%	4	33,33%	12	100,00%
Asia	106	71,14%	43	28,86%	149	100,00%
Non EU-Union	41	80,39%	10	19,61%	51	100,00%
European Union	19	82,61%	4	17,39%	23	100,00%
<b>Total</b>	<b>495</b>	<b>67,81%</b>	<b>235</b>	<b>32,19%</b>	<b>730</b>	<b>100,00%</b>

	ARCHITECTURE					
	Women		Men		Total	
	Nr.	%	Nr.	%	Nr.	%
<b>ITALIAN</b>	<b>425</b>	<b>62,23%</b>	<b>258</b>	<b>37,77%</b>	<b>683</b>	<b>100,00%</b>
Italy	425	62,23%	258	37,77%	683	100,00%
<b>INTERNATIONAL</b>	<b>427</b>	<b>70,23%</b>	<b>181</b>	<b>29,77%</b>	<b>608</b>	<b>100,00%</b>
Africa	9	42,86%	12	57,14%	21	100,00%
North America	26	72,22%	10	27,78%	36	100,00%
South America	41	73,21%	15	26,79%	56	100,00%
Asia	209	68,08%	98	31,92%	307	100,00%
Non EU-Union	98	75,97%	31	27,03%	129	100,00%
European Union	44	74,58%	15	25,42%	59	100,00%
<b>Total</b>	<b>852</b>	<b>66,00%</b>	<b>439</b>	<b>34,00%</b>	<b>1291</b>	<b>100,00%</b>

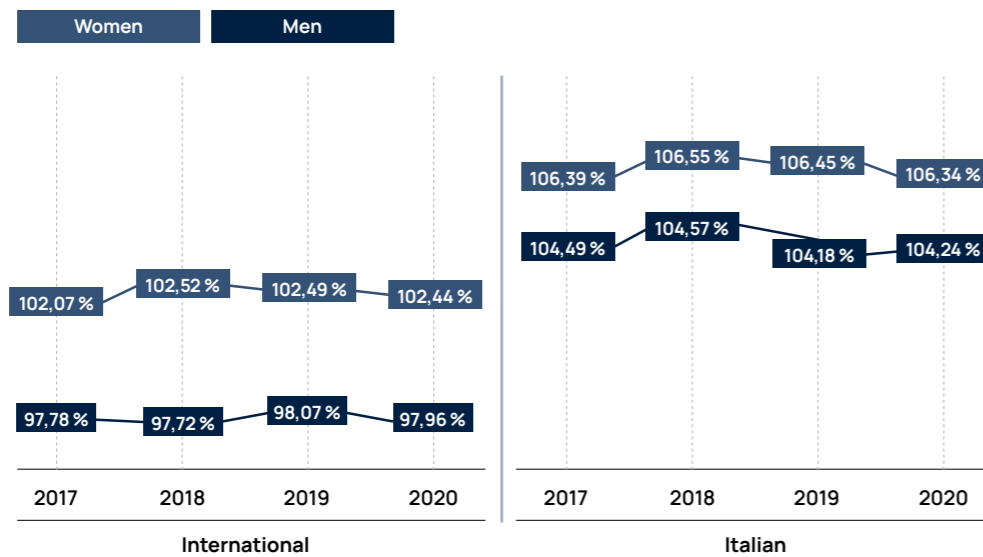
**Table 14: STUDENT CAREER STATUS BY GENDER AND YEAR OF ENROLLMENT, COMPARISON BETWEEN ITALIAN AND INTERNATIONAL STUDENTS**



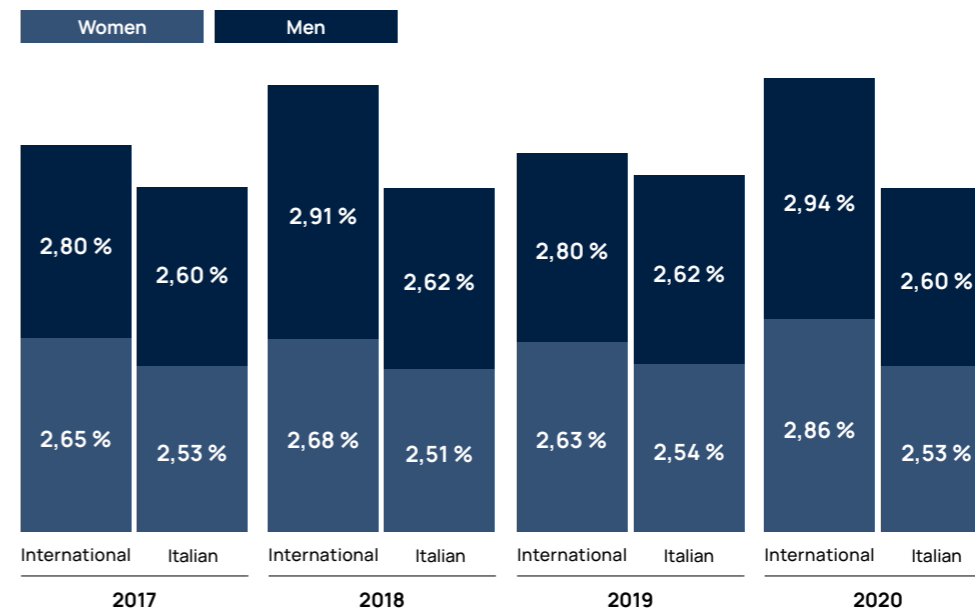
**Table 15: PERCENTAGE OF STUDENTS WHO GRADUATED ON TIME OUT OF TOTAL GRADUATES BY GENDER AND ACADEMIC YEAR OF ENTRY, COMPARISON OF ITALIAN AND INTERNATIONAL STUDENTS**



**Table 16: FINAL GRADUATION SCORE BY GENDER, COMPARISON OF ITALIAN AND INTERNATIONAL STUDENTS - YEARS OF ENROLLMENT 2017-18 , 2020-21**



**Table 17: TIME TO DEGREE BY COMPARISON OF ITALIAN AND INTERNATIONAL STUDENTS - YEARS OF ENROLLMENT 2017-18 , 2020-21**



**FOCUS ON: Employment survey**

Previous editions of the Gender Budget have shown that the strong academic performance of female students tends to weaken upon entry into the labour market, particularly in terms of permanent employment and pay equality. While recent surveys indicate some improvement, especially regarding the **gender pay-gap** among Master's graduates, significant challenges still exist.

This edition updates the analysis based on the most recent survey conducted by the Career Service at the end of academic year 2023/2024, covering Bachelor's and Master's graduates, both Italian and international.

For **Bachelor's degree**, graduates, employment rates are high across all three academic areas, with Engineering exceeding 96%. Nevertheless, gender disparities persist: female employment rates are approximately 10 percentage points lower in Architecture and 2 percentage points lower in Engineering, while Design shows a 2 percentage point advantage for women. Analysis of contract types and remuneration reveals a significantly unfavourable situation for women in all areas.

For **Master's degree**, graduates, employment rates in Engineering are essentially identical for women and men. Design records a slight female advantage (+3%), whereas Architecture shows a modest female disadvantage (-5%). These trends apply to both Italian and international graduates, with the notable exception of Engineering, where employed international women exceed their male counterparts by 2%.

Gender differences are particularly evident in the share of **permanent contracts**. Men record higher rates by 9 percentage points in Architecture, 13 percentage points in Design, and 7 percentage points in Engineering. The only



countertrend is observed among international female Engineering graduates, who show a 13 percentage point advantage over men in permanent employment.

**The gender pay gap**, remains a critical issue: in the latest survey it stands at 15% in Architecture, 10% in Design, and 8% in Engineering, slightly worse than the previous year. Notably, although international female Engineering graduates outperform men in employment rates and permanent contracts, they still experience a pay gap of 2.5%. [Almalaurea](#) data for 2025 report an average pay gap of 12.6% among second-level STEM graduates, positioning the Politecnico's figures between those observed in Architecture and Design and well above those in Engineering.

Employment outcomes were also analysed for PhD graduates four to five years after degree completion. Results indicate gender-balanced employment rates in Design, a 3% female advantage in Engineering, and a 4% male advantage in Architecture. The pay gap is minor in Architecture, but reaches 20% in Design and 13% in Engineering, exceeding that observed among Master's graduates. These results should be interpreted with caution due to the diversity of career paths pursued by PhD graduates and the limited sample size.

Overall, Politecnico di Milano's pay gap figures are broadly aligned with, and in some cases lower than, the European average, which according to the [European Commission](#) stands at 12%, down from 14.4% in 2018.

**Table 18: EMPLOYMENT DATA OF ITALIAN BACHELOR'S GRADUATES ONE YEAR AFTER GRADUATION - 2023 BACHELOR'S GRADUATES**

	ARCHITECTURE		DESIGN		ENGINEERING	
	Women	Men	Women	Men	Women	Men
<b>Employment rate</b>	90%	100%	86%	84%	96%	98%
<b>Permanent contracts</b>	71%	27%	30%	37%	60%	71%
<b>Average net salary</b>	1.208 €	1.485 €	1.215 €	1.529 €	1.715 €	1.850 €

**Table 19: EMPLOYMENT DATA OF ITALIAN AND INTERNATIONAL MASTER'S GRADUATES ONE YEAR AFTER GRADUATION - 2023 MASTER'S GRADUATES**

	ARCHITECTURE		DESIGN		ENGINEERING	
	Women	Men	Women	Men	Women	Men
<b>Employment rate</b>	89%	94%	91%	88%	97%	98%
<i>Italian</i>	95%	96%	92%	89%	97%	99%
<i>International</i>	84%	92%	88%	85%	94%	92%
<b>Permanent contracts</b>	50%	59%	48%	61%	60%	67%
<i>Italian</i>	44%	59%	44%	59%	58%	68%
<i>International</i>	55%	58%	61%	67%	76%	63%
<b>Average net salary</b>	1.590 €	1.832 €	1.719 €	1.899 €	1.916 €	2.076 €
<i>Italian</i>	1.443 €	1.688 €	1.647 €	1.767 €	1.890 €	2.068 €
<i>International</i>	1.774 €	2.055 €	1.927 €	2.267 €	2.068 €	2.121 €

**Table 20: EMPLOYMENT DATA OF PHD HOLDERS 4 - 5 YEARS AFTER GRADUATION PhD 2019 + 2020 (Italian+international) 2025 survey**

	ARCHITECTURE		DESIGN		ENGINEERING	
	Women	Men	Women	Men	Women	Men
<b>Employment rate</b>	96%	100%	100%	100%	100%	97%
<i>Italian</i>	95%	100%	100%	100%	100%	97%
<i>International</i>	100%	100%	100%	0%	100%	95%
<b>Permanent contracts</b>	45%	25%	20%	0%	60%	59%
<i>Italian</i>	47%	29%	29%	0%	60%	64%
<i>International</i>	33%	0%	0%	0%	60%	31%
<b>Average net salary</b>	2.267 €	2.281 €	2.292 €	2.750 €	2.503 €	2.832 €
<i>Italian</i>	2.300 €	2.500 €	2.472 €	2.750 €	2.503 €	2.832 €
<i>International</i>	2.050 €	1.550 €	1.750 €	-€	3.050 €	3.083 €

NB. Design only 1 male respondent



## 2.2 Academic Staff

**«Feeling welcomed and valued, with the opportunity to plan one's future»**

Female representation among academic staff at Politecnico di Milano has remained broadly stable over the last three years, accounting for approximately 30% of the University's total academic workforce. Compared to the national context, the most recent report on [women's academic careers](#) indicates that in 2022 women represented 42% of academic staff overall, a figure that decreases to 37% when considering STEM disciplines only.

This picture is further characterised by the well-known phenomenon of the so-called "leaky pipeline", a metaphor describing the progressive loss of women as they advance towards senior academic positions. At Politecnico di Milano, in 2024 women accounted for just over one third of RTDA researchers, yet represented less than one quarter of full professors. Compared to men, women are more frequently concentrated in the lower ranks of the academic career ladder. In particular, female full professors represent approximately 22.5% of all women currently employed as academic staff, compared to 31.6% among men.

Overall, among RTDA researchers at the University, women accounted for 34.9% in 2023, while among RTDB researchers the share of women reached 41%. These figures suggest a potential future rebalancing of gender representation. As observed for the student population, progress is necessarily gradual; nevertheless, the data for the three-year period remain encouraging, with proportions of female researchers exceeding those observed among female students, indicating a strong attractiveness of Politecnico di Milano for women pursuing academic careers. At European level, women researchers (across all grades) in Engineering and Technology represent approximately 32% of the total.

As academic careers progress, gender disparities increase. In 2024, women represented 31.6% of associate professors and 23.6% of full professors the Politecnico di Milano. Both roles have shown a slight decrease in female representation in recent years, with the exception of RTDB positions, where the proportion of women increased by 4 percentage points over the last four years. At national level, women account for 38% of associate professors and 24% of full professors in STEM disciplines.

Analysis of age distribution by role and gender shows that 44.2% of women in RTDA positions are under the age of 34, compared to 58.5% of men. This difference, although less pronounced, persists among RTDB researchers, where 3% of women and 8.2% of men are under 34 years of age. The gap widens in the 45-54 age group (26.5% of women compared to 14.3% of men). Among associate and full professors, gender differences across age groups are more limited, suggesting broadly comparable career progression patterns.



In recent years, the University has continuously monitored the **Glass Ceiling Index (GCI)**, an indicator comparing the proportion of women within an organisation to the proportion of women occupying the highest career position, which in academia corresponds to full professorships. The further the index deviates from 1, the greater the gender disparity. After a steady decline reaching a minimum of 1.25 in 2022, the index has shown a slight increase over the last two years, reaching a University-wide value of 1.28 in 2024. This figure, while showing some internal variation across the 12 departments, remains well below the national average of 1.43 and the value of 1.5 observed in Engineering and Technology.

From the perspective of scientific productivity, the analysis also considers success rates in securing European research funding, focusing on the Horizon 2020 programme and, from 2021 onwards, Horizon Europe. The University has recorded a general increase in success rates for both women and men over recent years, rising from 14.43% in 2021 to 26.42% in 2023. The overall decrease observed in 2024 is likely attributable to the significant involvement of academic staff in projects funded under the National Recovery and Resilience Plan (PNRR), which reduced the time available for preparing European funding proposals.

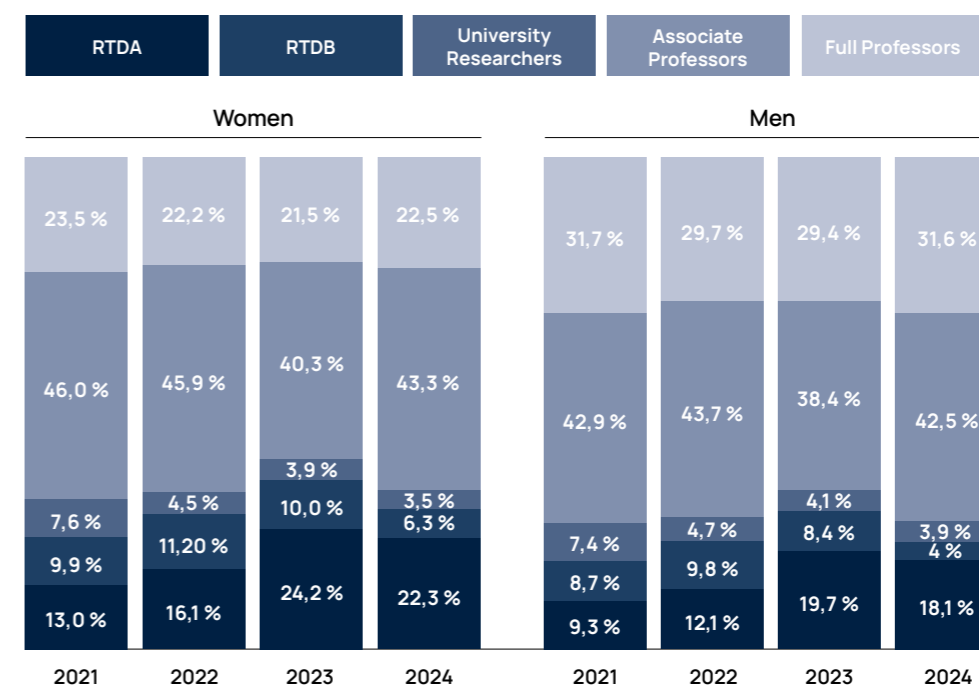
**Table 21: PERCENTAGE OF FEMALE AND MALE PROFESSORS AT POLITECNICO DI MILANO BY POSITION - YEAR 2024**

	Women	Men
Untenured assistant professors (RTDA)	34,9 %	65,1 %
Tenure-track assistant professors (RTDB)	41,0 %	59,0 %
University Researchers	28,4 %	71,6 %
Associate Professors	31,6 %	68,4 %
Full Professors	23,6 %	76,4 %

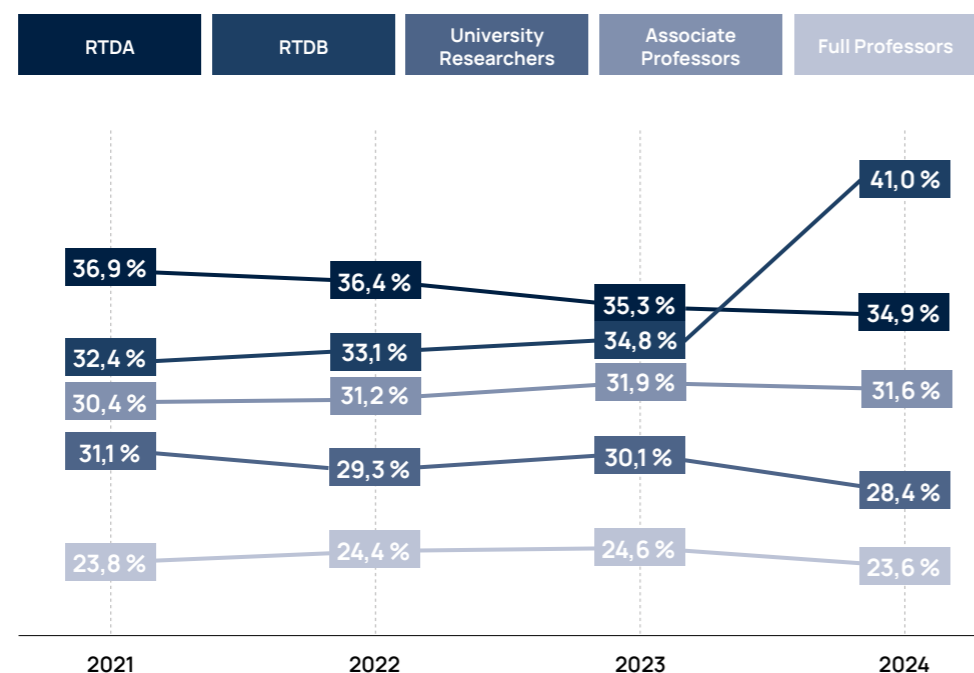
WOMEN						
ROLE	2020	2021	2022	2023	2024	TOTAL
RTDA	72	58	79	135	120	464
RTDB	39	44	55	56	34	228
University Researchers	37	34	22	22	19	134
Associate Professors	200	205	225	225	243	1098
Full Professors	97	105	109	120	121	552

MEN						
ROLE	2020	2021	2022	2023	2024	TOTAL
RTDA	99	99	138	247	224	807
RTDB	77	92	111	105	49	434
University Researchers	86	78	53	51	48	316
Associate Professors	459	455	497	480	526	2417
Full Professors	309	336	338	368	391	1742

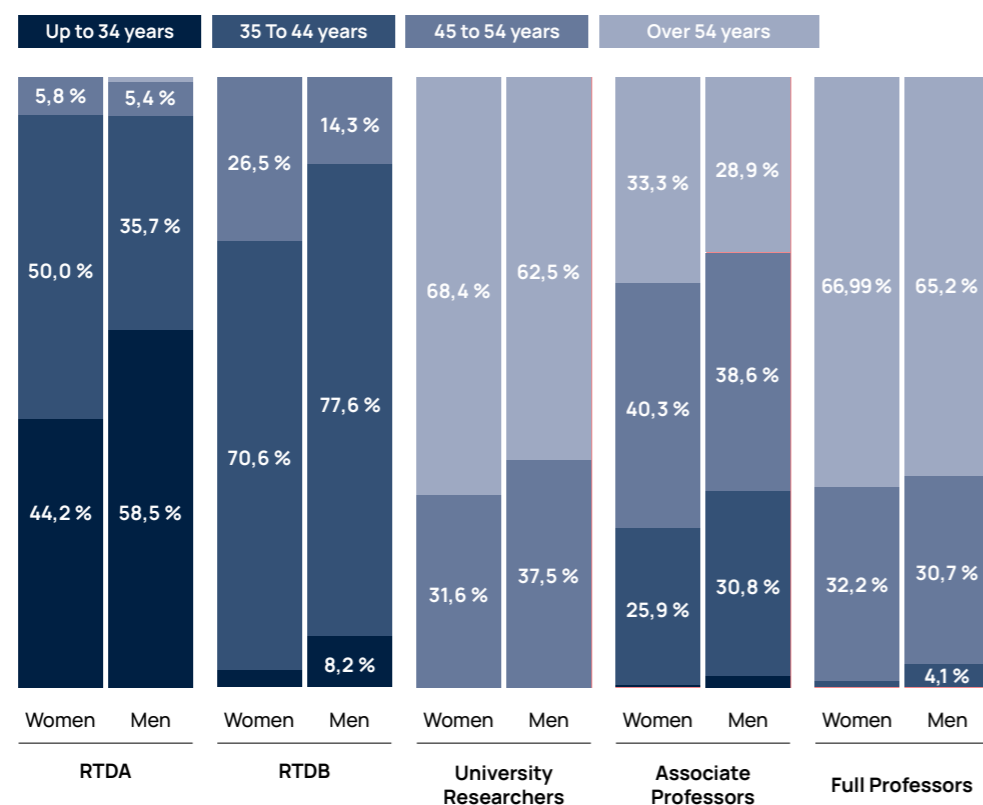
**Table 22: DISTRIBUTION OF POLITECNICO DI MILANO PROFESSORS BY POSITION AND GENDER - YEARS 2021-2022-2023-2024**



**Table 23: DISTRIBUTION OF FEMALE PROFESSORS OF POLITECNICO DI MILANO BY POSITION - YEARS 2019 - 2020 -2021-2022-2023-2024**



**Table 24: DISTRIBUTION BY AGE GROUP, POSITION AND GENDER - YEAR 2024**



**Table 25: GLASS CEILING INDEX (GCI) OF POLITECNICO DI MILANO - YEARS 2020-2021-2022-2023-2024**



**Table 26: PERCENTAGE OF FUNDED PROJECTS OUT OF TOTAL PROPOSALS - YEARS 2021\*, 2022\*, 2023\*, 2024\***

	2021	2022	2023	2024
Women	8%	24%	29%	11%
Men	15%	20%	24%	17%
TOTALE	14%	21%	26%	16%

**FOCUS ON: Early stages of the Academic career**

The entry of early-stage academics represents a crucial issue for any university striving to excel in its three core missions: **teaching, research, and social responsibility**, the latter pursued through activities of scientific, technological, and cultural transfer. Moreover, it is precisely during the early stages of an academic career that professional attitudes and the willingness to pursue an academic path are often shaped.

In recent years, initial post-graduate academic roles have undergone significant regulatory changes. Research fellowships and research grants have been progressively discontinued, and in 2025 new research contracts (pre- and post-doctoral) and research appointments were introduced. Under the regulatory framework in force until early 2023, fixed-term researchers followed a two-step pathway, first as **RTDA**, (junior researchers) and subsequently as **RTDB**,

(senior researchers), representing the initial phase of a career trajectory leading towards promotion to associate professor. The Italian law no. 79/2022 replaced these two roles with a single tenure-track fixed-term researcher position (**RTT**). At Politecnico di Milano, the first calls for RTT positions were launched in the second quarter of 2023, with the first appointments starting at the end of December 2023.

Between 2020 and 2024, trends in female representation across these roles were mixed, with an overall increase in the proportion of women among RTDB/RTT positions and a slight decrease among RTDA positions. In 2024, women represented 34.9% of RTDA positions and 39% of RTDB/RTT positions. These figures **exceed national averages**, which stand at 36% for fixed-term researchers overall in STEM fields, 32% in Engineering and Technology, and 25% in Information and Communication Technology.

Female representation among early-stage academics varies considerably across departments. The term “early-stage academics” refers to all staff employed under fixed-term contracts, and variability is influenced by the differing levels of female representation already present at student level across the University’s three academic areas, as well as by the mix of scientific-disciplinary sectors within each department.

Considering new appointments to RTDA positions, of the 363 RTDA researchers recruited by the Politecnico di Milano between 2022 and 2024, 123 (33.9%) were women and 240 (66.1%) were men. The marked decline in **female representation** observed in 2021 has since been fully reabsorbed, with the proportion of women reaching 29.3% in 2024. Although this figure remains below the overall female share in RTDA positions at university level (34.9%), it is consistent with the gradual phasing out of this role.

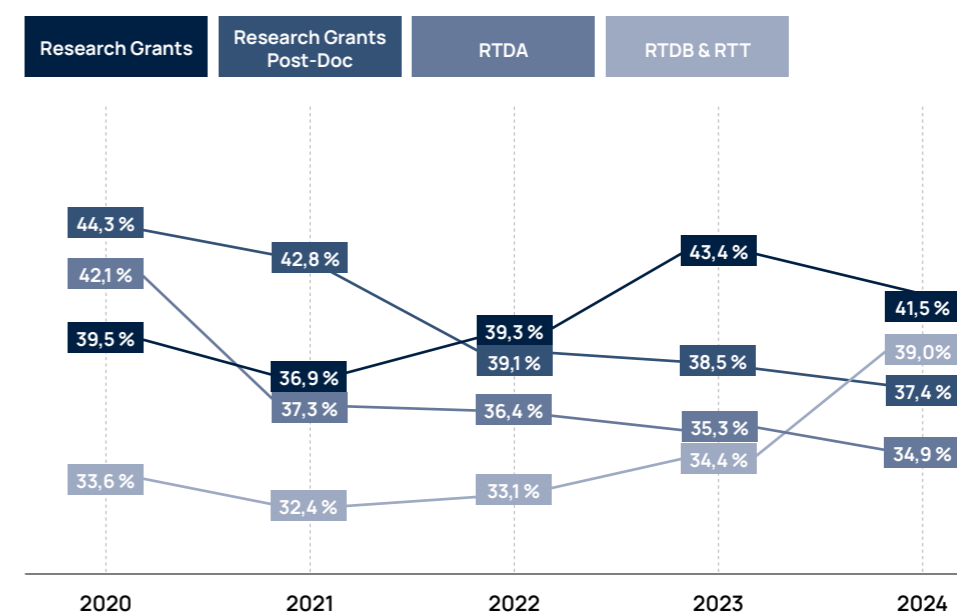
Over the same three-year period, **female representation among new RTDB appointments increased significantly**. Among those recruited between 2022 and 2024, women accounted for 37.6%, with the highest value recorded in 2024, when women represented 50% of new RTD-B entrants, exceeding the current proportion of women holding RTD-B positions at university level (41%).

With regard to average age at entry into researcher roles, gender differences are broadly aligned across positions, with only limited variation observed over the three-year period.

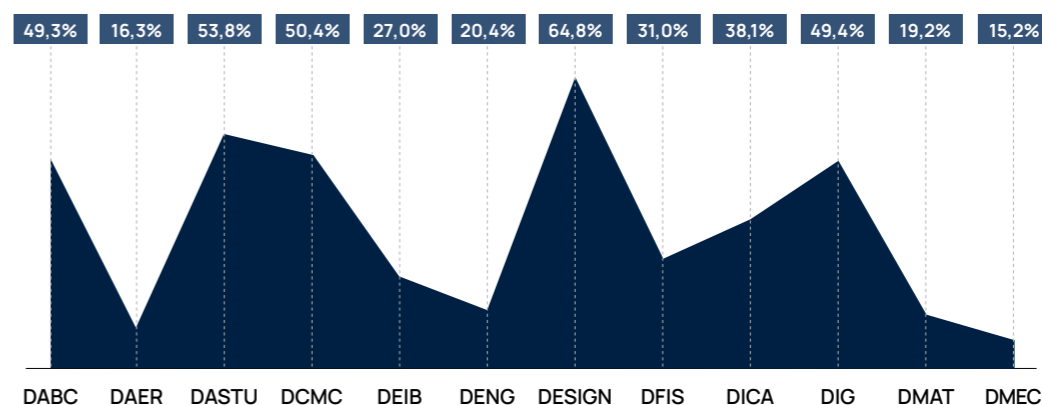
While the overall picture is encouraging with respect to progress towards gender equality at Politecnico di Milano, it also highlights the complexity of **interactions between professional and private life**. Work-life balance remains particularly challenging during the early stages of academic careers, which often coincide with family formation and caregiving responsibilities, still disproportionately borne by women.

In this context, monitoring early academic careers is essential to designing informed policies that ensure equal opportunities for all genders, enabling individuals to make conscious career choices with minimal external constraints and to fully realise their potential.

**Table 27: CHANGES IN THE PERCENTAGE OF WOMEN BY POSITION AT POLITECNICO DI MILANO – YEARS 2019, 2020, 2021, 2022, 2023, 2024**

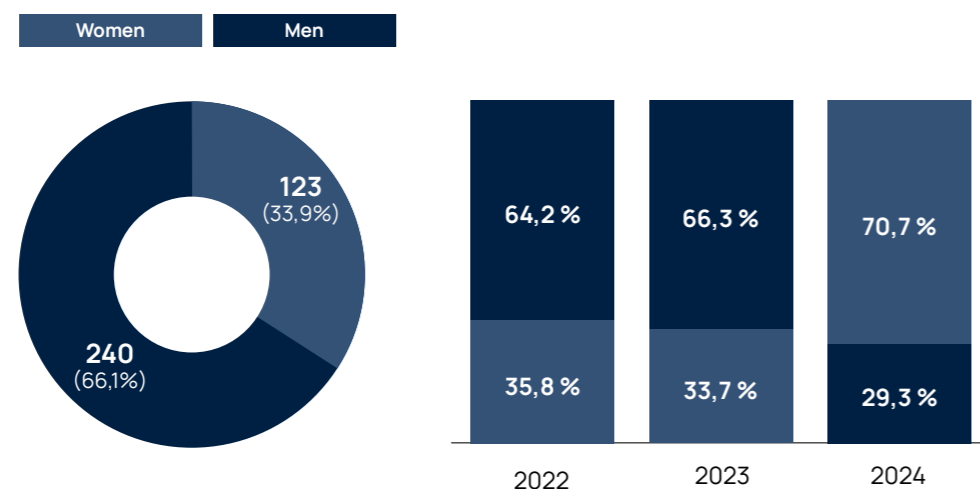


**Table 28: PERCENTAGE OF WOMEN AMONG YOUNG ACADEMICS BY DEPARTMENT YEAR 2024**

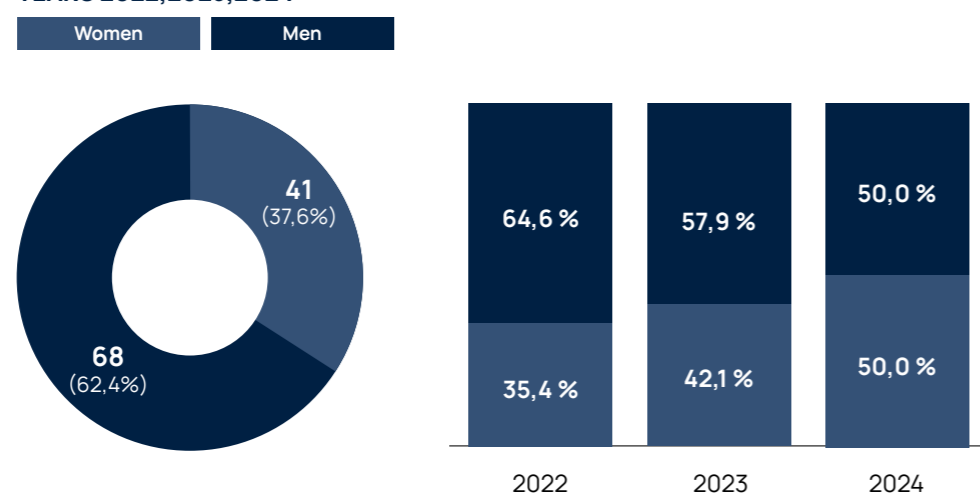


DABC	Department of Architecture, Built Environment and Construction Engineering
DAER	Department of Aerospace Science and Technology
DASTU	Department of Architecture and Urban Studies
DCMC	Department of Chemistry Materials and Chemical Engineering
DEIB	Department of Electronics, Information and Bioengineering
DENG	Department of Energy
DESIGN	Department of Design
DFIS	Department of Physics
DICA	Department of Civil and Environmental Engineering
DIG	Department of Management, Economics and Industrial Engineering
DMAT	Department of Mathematics
DMEC	Department of Mechanical Engineering

**Table 29: NEWLY RECRUITED UNTENURED ASSISTANT PROFESSORS BY GENDER YEARS 2022, 2023, 2024**



**Table 30: NEWLY RECRUITED TENURE-TRACK ASSISTANT PROFESSORS BY GENDER YEARS 2022, 2023, 2024**



**Table 31: AVERAGE AGE OF YOUNG ACADEMICS BY DEPARTMENT – YEAR 2022-2024**

Role	2022			2023			2024		
	Women	MEN	Total	Women	Men	Total	Women	Men	Total
Research Grant	31,18	29,98	30,45	31,57	29,91	30,63	30,82	30,30	30,52
Research Grant Post-Doc	34,06	33,03	33,43	34,65	33,54	33,97	33,53	33,02	33,21
RTDA	36,22	34,55	35,16	35,54	34,06	34,58	35,78	34,84	35,17
RTDB & RTT	38,71	37,87	38,15	39,45	38,47	38,81	39,60	38,26	38,78
Total		33,30			33,55			32,95	

## 2.3 Technical and Administrative Staff

In 2024, women accounted for 61.2% of the Technical and Administrative Staff (TAS) at Politecnico di Milano, a figure that is virtually unchanged compared to the previous year (61.3%). This represents a positive result in terms of overall representation. A **significant increase is also observed in managerial positions**, where female representation has reached parity with male representation (50% - Table 32).

Despite this overall positive picture, critical issues related to gender equality persist, particularly with reference to professional categories such as operators, clerks, and EP (Elevated Professional) roles<sup>3</sup>. In these categories, a phenomenon of vertical segregation continues to limit female access to senior administrative positions, especially within the so-called middle management level.

Starting from a high proportion of women in entry-level operator positions (64.9%), female representation progressively decreases across higher professional categories, outlining the typical “**scissor effect**”. A partial inversion of this trend is observed at the clerk level, where women still represent 60.1% of staff, followed by a further decrease at EP level, where the proportion of women drops to 40.8%, declining further compared to 2023.

In 2025, the University launched a new evaluation procedure for **Progressions between Professional Areas (PEV)** reserved for permanent Technical and Administrative Staff. The outcomes of this procedure, and their potential impact on gender representation, will be incorporated into the 2026 edition of the Gender Budget.

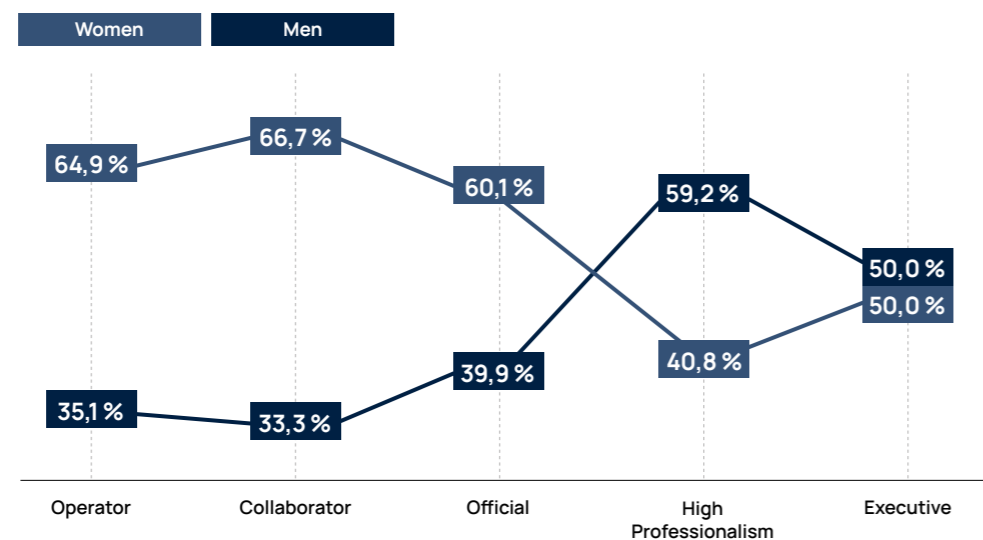
With regard to **work-life balance measures and parental leave** schemes (table 34), the use of such instruments at Politecnico di Milano continues to show a marked gender imbalance, consistent with national trends<sup>4</sup>. In the case of teleworking and agile working (“smart working”), women make greater use of flexible working arrangements: in 2024, 66.7% of teleworking beneficiaries were women, as were 69.4% of staff with an active smart working project. Parental leave uptake remains strongly unbalanced, with men accounting for only 16.5% of total beneficiaries.

This situation reflects the persistent attribution of family and caregiving responsibilities primarily to women, with implications for labour market participation, working arrangements, and career trajectories.

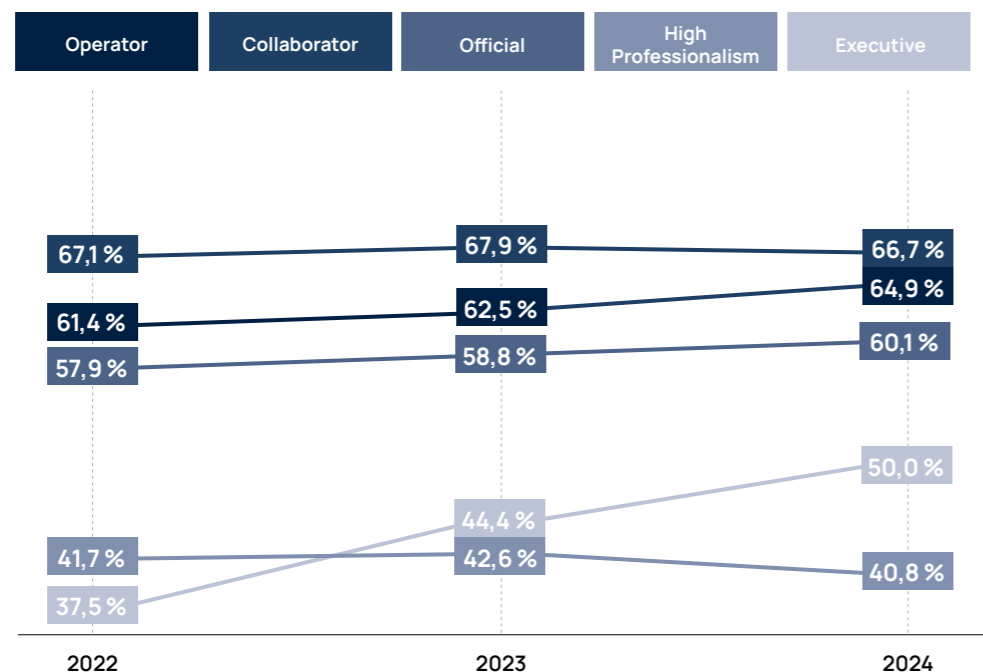
<sup>3</sup> On 18 January 2024, the new National Collective Labour Agreement (CCNL) for the Education and Research sector, covering the 2019–2021 period, was signed. The new agreement introduced changes to certain employment relationship management arrangements, regulated remote working, and revised the professional classification system, with effect from 1 May 2024.

<sup>4</sup> [https://www.inps.it/content/dam/inps-site/pdf/allegatinedocs/Rendiconto\\_di\\_Genere\\_2024\\_CIV\\_INPS.pdf](https://www.inps.it/content/dam/inps-site/pdf/allegatinedocs/Rendiconto_di_Genere_2024_CIV_INPS.pdf)

**Table 32: NUMBERS BY GENDER AND POSITION OF THE TECHNICAL AND ADMINISTRATIVE STAFF OF POLITECNICO DI MILANO BY CATEGORY - YEAR 2024**



**Table 33: NUMBERS BY GENDER AND POSITION OF THE TECHNICAL AND ADMINISTRATIVE STAFF OF POLITECNICO DI MILANO BY CATEGORY - YEAR 2024**



**Table 34: SUMMARY TABLE OF LEAVES AND WORK-LIFE BALANCE MEASURES AS OF DECEMBER 31, 2024**

	W	M	Total	% W su Totale	% M su Totale	% W su PTA F	% M su PTAM
PTA al 31.12.2024	846%	536	1382	61,2%	38,8%	100,0%	100,0%
Agile Work	588	259	847	69,4%	30,6%	69,5%	48,3%
Telework	14	7	21	66,7%	33,3%	1,7%	1,3%
Remote Work	78	18	96	81,3%	18,8%	9,2%	3,4%
Parental Leave Users	66	13	79	83,5%	16,5%	7,8%	2,4%

## 2.4 Collaborations

During 2024, the Politecnico di Milano renewed existing collaborations and expanded its spaces for dialogue and exchange, also through the attainment of the Gender Equality Certification.

- In line with the UNI/PdR 125:2022 reference standard, in December 2024 Politecnico di Milano obtained the **Gender Equality Certification**, established at national level to support and encourage institutions and companies in adopting policies aimed at reducing gender gaps in all areas that are most critical for women’s professional development.
- Together with five other Milan-based universities, Politecnico participates in the **Interuniversity Research Centre “Gender Cultures”**, established with the aim of permanently fostering studies, research activities, and positive actions related to gender cultures, thereby contributing to the promotion of respect for women’s dignity and competences.
- Politecnico is also a partner of **Valore D**, an association of companies and institutions committed to gender balance and inclusive organisational cultures through an integrated approach that provides participants with tools and opportunities for dialogue among organisations and with public institutions. Collaboration continues with **Parks - Liberi e Uguali**, a non-profit association supporting member organisations in understanding and realising the business potential of diversity-respecting strategies and good practices. Parks focuses specifically on Diversity Management related to sexual orientation, gender identity, and LGBTQIA+ issues.
- In addition, Politecnico participates in the CRUI Working Group on Gender Issues and in thematic working tables dedicated to key topics, including gender-sensitive language, female representation in STEM careers, gender budgeting, and the integration of gender perspectives in teaching.
- The University is also a member of the National Conference of Equality Bodies of Italian Universities, which brings together representatives of University Single Guarantee Committees (CUGs) in order to foster inter-university collaboration in their respective areas of competence.

A person is shown from the chest down, sitting at a desk. They are wearing a grey long-sleeved shirt. Their right hand is holding a pen and writing in a spiral-bound notebook. Their left hand is resting on the desk. In front of them is a laptop with a white keyboard. The entire scene is overlaid with a semi-transparent blue filter. The word "Actions" is written in a white, sans-serif font in the upper right quadrant of the image.

Actions

# 03.

## Actions

### 3.1 Gender Equality Plan 2024 – 2026: monitoring of actions in support of Equal Opportunities

In this edition of the Gender Budget, a dedicated focus is given to reporting on the first year of initiatives and activities envisaged under the second edition of the Gender Equality Plan (GEP 2024–2026) of Politecnico di Milano.

Below is a detailed overview of the state of progress of the actions planned across the five main areas of intervention, which are graphically identified in the original document through colour-coded tables:

- Work-life balance and organisational culture
- Gender Balance in leadership and decision making
- Gender equality in recruitment and career progression
- Integration of the gender dimension into research, teaching, and technology transfer
- Measures against gender-based violence including sexual harassment

The reporting for the current year outlines the progress achieved within the various areas, including both actions that continue along the lines set out in the first edition of the GEP and additional initiatives developed within dedicated working groups, such as the Gender Equality and Inclusion Task Force active at the University.

### Family/personal and work/study life balance, and organisational culture

ACTION	TARGET	THREE - YEAR INDICATOR	DEGREE OF COMPLETION
<b>Post-parental leave budget</b>	Associate professors, tenured-track researchers.	<ul style="list-style-type: none"> <li>Communication strategy to increase requests of male or same-sex parenting couples.</li> <li>Fulfilment of all submitted requests.</li> </ul>	All received requests (10) have been managed and funded, including any submitted by same-sex couples.
<b>On-demand babysitting</b>	Students	<ul style="list-style-type: none"> <li>Number of granted annual vouchers for employees to request an on-demand babysitting service at home.</li> <li>Identification of partners and locations for activating daily care points.</li> <li>Number of requests for on-demand babysitting service at home and in house (support service for conferences).</li> </ul>	<p>A babysitter search service is available for teaching and technical-administrative staff as well as for members of the Insieme Salute supplementary healthcare plan. Insieme Salute provides a service for the search and selection of babysitters carried out by specialized personnel, as well as handling all the administrative procedures related to employment. In 2024, babysitter search and selection services were requested 22 times (13 requests from technical-administrative staff and 9 from teaching staff).</p> <p>As for the possibility of activating on-demand babysitting services for participants in conferences organized by the University, in 2024 the service—in collaboration with the Welfare Office—was not used, thus allowing for the opportunity to explore new strategies to promote access to this option in the future.</p>
<b>Strengthening the support services for working students and students with children.</b>	Students	<ul style="list-style-type: none"> <li>Redaction and formal approval of the dedicated protocols.</li> <li>Implementations of a dedicated operative procedure for the application of the protocols.</li> <li>Follow-up and monitoring of cases.</li> </ul>	<p>Student parents are entitled to full or partial fee exemptions depending on their income bracket, up until their child turns six. Working students also benefit from tax reductions. Student parents are also entitled to free access to the university's nursery. Additional measures are currently being considered, such as incentives for remote attendance and the implementation of tailored tutoring support.</p>

ACTION	TARGET	THREE - YEAR INDICATOR	DEGREE OF COMPLETION
<b>Supporting faculty, students and staff undergoing gender transition.</b>	Politecnico di Milano Community	<ul style="list-style-type: none"> <li>Formal approval of the new unified protocol for the whole community.</li> <li>Implementing a dedicated operative procedure for the application of the protocols with reference to the Guidelines for Italian Universities on the Implementation of the Alias Career.</li> <li>Follow-up and monitoring of cases.</li> <li>Communication strategies for publicizing the service.</li> </ul>	In 2024, all requests were managed correctly, including 25 student Alias careers. The first two Alias careers were also activated for TAS and academic staff. Communication and training initiatives are under development.

## Gender Balance in leadership and decision making

ACTION	TARGET	THREE - YEAR INDICATOR	DEGREE OF COMPLETION
<b>Gender-inclusive language and use of images.</b>	Politecnico di Milano Community	<ul style="list-style-type: none"> <li>Number of participants to training module.</li> <li>Introduction of the developed guidelines at University Level; publication on the website; distribution to administrative units and Faculty at large.</li> </ul>	<p>As part of the Gender Equality Taskforce, a working group was launched in 2023 to define guidelines for inclusive communication and language, starting from the Manifesto for Gender-Sensitive Communication, developed by the DCxCG research group of the Department of Design.</p> <p>For the following year, a two-part training seminar was designed and promoted for technical-administrative staff, focusing on inclusive language and the use of imagery. The seminar will be delivered during 2025.</p>
<b>Training on unconscious bias and on the value of DEI in institutions and organizations</b>	Faculty; specific roles (PhD Coordinators, Head of Departments, General Directors, Head of Divisions)	<ul style="list-style-type: none"> <li>N. of participants in training.</li> <li>Definition and implementation of video modules and guidelines</li> <li>Implementation of network</li> </ul>	<p>In 2024, in collaboration with the Human Resources and Organization Area, a training seminar titled "Unconscious Bias - The Impact of Unconscious Prejudices and Stereotypes" was developed for teaching staff and is scheduled to be delivered in the early months of 2025.</p> <p>An in-person training module on DEI (Diversity, Equity, and Inclusion) topics is also being developed specifically for managerial staff.</p>
<b>Fair representation: No women no panel protocol.</b>	Politecnico di Milano Community	<ul style="list-style-type: none"> <li>Representation by gender in specific panels;</li> <li>N. of events with fair representation.</li> </ul>	In 2024, all the formal steps were completed in preparation for the joint signing—scheduled for 2025—of a protocol in collaboration with other universities.

## Gender equality in recruitment and career progression

ACTION	TARGET	THREE - YEAR INDICATOR	DEGREE OF COMPLETION
<b>Gender mainstreaming and budgeting</b>	Politecnico di Milano Community	<ul style="list-style-type: none"> <li>Review of the Financial Budget with a gender sensitive perspective.</li> </ul>	In line with MEF Circular no. 26 (16/05/2024), expenditure items were reclassified according to gender impact (neutral, gender-sensitive, or gender-gap-reducing). Full implementation will start in 2025.
<b>Increase and empowerment of female early-stage researchers.</b>	Female researchers	<ul style="list-style-type: none"> <li>Transformative Mentoring Pathways (participation call for mentors and mentees, mentor training).</li> <li>Preliminary analysis of female researchers' participation in competitive calls and their success rate, to study dedicated research funding lines.</li> <li>Promotion of female networks (increase visibility of female research).</li> </ul>	In 2024, a training course was delivered for female researchers in Engineering, focusing on effectively communicating their research and on scientific outreach. The course consisted of two sessions, for a total duration of 6 hours. A total of 15 female researchers participated in the training.
<b>Attraction of female students in the STEM Area, particularly in Engineering</b>	Secondary-school female students	<ul style="list-style-type: none"> <li>Communication strategy.</li> <li>N. of orientation events in schools.</li> <li>Annual summer schools on site.</li> </ul>	During the 2024 Open Day, the seminar "IngegnerA? Yes, in the feminine form" was promoted, aiming to encourage high school girls to consider engineering studies. A cycle of school-based workshops was also designed and delivered, focusing on awareness in university choice and addressing gender stereotypes. A new edition of the Techcamp@PoliMI training initiative was carried out.
<b>Increase of study courses with gender balance.</b>	Students	<ul style="list-style-type: none"> <li>Creation of a working group to assess feasibility.</li> <li>Implementation of the measure for at least a three-year period, potentially starting with pilot bachelor's programs.</li> </ul>	The Girls@POLIMI scholarship initiative, aimed at increasing female participation in degree programs with low female enrollment, offers recipients full exemption from university tuition fees.

## Integration of the gender dimension into research, teaching and technology transfer

ACTION	TARGET	THREE - YEAR INDICATOR	DEGREE OF COMPLETION
<b>Adding and widening gender and diversity-related dimensions into research and academic courses.</b>	M.Sc. Students and Ph.D. Candidates.	<ul style="list-style-type: none"> <li>Number of courses.</li> <li>Number of students attending.</li> </ul>	In the academic year 2024–2025, 24 courses focused on topics related to SDG 5 are active, with a total enrollment of 2,466 students.
<b>Consider Ethics and Gender in Research.</b>	Students, Ph.D Candidates; Faculty	<ul style="list-style-type: none"> <li>Funded projects with ethical and diversity-oriented contents.</li> <li>PhD. theses with ethical and diversity-oriented contents.</li> <li>Ublished papers with ethical and diversity-oriented contents.</li> </ul>	There are 10 funded research projects currently active on this theme. A total of 36 scientific articles have been published addressing this topic. An extension of this mapping to include PhD theses is currently under consideration.
<b>Support research in gender-aware technology</b>	Faculty; Ph.D. Candidates	<ul style="list-style-type: none"> <li>Amount of funding to gender-oriented research.</li> <li>Number of gender-related published papers.</li> <li>Number of gender-related PhD Theses.</li> </ul>	On the topic of gender in design and planning, 11 scientific articles have been published, and 1 patent application has been filed. An extension of this mapping to include PhD theses is also being considered
<b>Consider the gender dimension in the technology transfer activities.</b>	Faculty; Ph.D. Candidates; students	<ul style="list-style-type: none"> <li>Amount of funding granted to business ideas and start-ups with female-led teams.</li> <li>Number of start-ups with femaleparticipated teams.</li> <li>Number of spin-offs with femaleparticipated teams.</li> <li>Number of female inventors of patents/ trademarks.</li> </ul>	In 2024, the Switch2Product program awarded 26 entrepreneurial teams with an acceleration path at PoliHub. Among these, 12 teams included at least one woman. Additionally, 4 teams with at least one woman were declared winners and awarded grants of €30,000 each. In the same year, 2 projects were funded through the university's Venture Capital funds. Of these, only one project included at least one woman and received a total of €500,000. In terms of start-ups, of the 26 teams invested in by Poli360, 9 currently include at least one woman. The EFESO team, which received €300,000 in funding from Tech4Planet in 2024, also includes a woman. Also in 2024, 7 spin-offs were accredited, 4 of which have at least one woman on the team, for a total of 12 women. In the same year, 31 women from Politecnico di Milano were listed as inventors of patents or trademarks.

## Measures against gender-based violence including sexual harassment

ACTION	TARGET	THREE - YEAR INDICATOR	DEGREE OF COMPLETION
<b>Creation of a gender-based violence support centre</b>	Politecnico di Milano Community. External community	<ul style="list-style-type: none"> <li>Opening of the Anti-violence Desk.</li> <li>Communication strategies to promote the service.</li> <li>Follow-up and monitoring of cases.</li> <li>Annual data collection.</li> </ul>	The project is currently in the benchmarking phase, also through active participation in a network of anti-violence help desks within universities that share best practices. At present, cases are managed via a dedicated email address (stalkingsos@polimi.it) aimed at the student community. All reported cases have been addressed.
<b>Raising awareness about gender-based violence through the creation of an online course (MOOC)</b>	Politecnico di Milano Community. External community	<ul style="list-style-type: none"> <li>Launch of the MOOC.</li> <li>Numbers of people enrolled.</li> </ul>	The MOOC "Gender-Based Violence: How to Become an Active Bystander" was designed, developed, and published during 2024, leveraging expertise from Politecnico professionals and external experts in the field. It was presented to the community at a public event on November 25th, the International Day for the Elimination of Violence Against Women, which involved student associations in a dialogue on gender-based violence within the Academy. The MOOC had 60 registrations as of December 2024 and is available on the university's Polimi Open Knowledge platform.
<b>Implementation of a Protocol to Address Gender-Based-Violence in Academia/Zero Tolerance Protcol.</b>	Politecnico di Milano Community and third parties.	<ul style="list-style-type: none"> <li>Publication of the document.</li> </ul>	In November 2024, the University obtained gender equality certification, which includes a training program for the community on the topic of Zero Tolerance, scheduled to be delivered in 2025.



### FOCUS ON: the Politecnico and the business world

Politecnico di Milano recognizes the strategic value of a structured and ongoing collaboration with companies and institutions that share the commitment to inclusion, diversity, and equal opportunities. Companies represent a key partner in strengthening the University's role as a driver of research and innovation and, at the same time, as a social actor attentive to the needs of individuals and the community. In this perspective, the Career Service promotes initiatives together with companies aimed at fostering gender equity and access to STEM careers, structured around four main pillars:

#### 1. Scholarships

Through the Girls@Polimi project, companies are invited to support female students' access to STEM courses by donating scholarships. The initiative focuses particularly on engineering programs with a low percentage of female students (less than 20%) and represents a concrete intervention to promote gender equality and increase female representation.

#### 2. Mentoring

Politecnico and companies collaborate to develop female mentoring programs designed to support female students and graduates in their transition to the workforce. These programs offer opportunities to strengthen awareness, leadership skills, and readiness to face professional challenges. In parallel, mentoring initiatives are promoted for female students and PhD candidates interested in entrepreneurship and startup creation.

#### 3. Placement and Employer Branding

The Career Service supports companies in employer branding and recruiting activities, ensuring visibility for open positions and internship and job opportunities. The approach is based on principles of equity, transparency, and inclusion, promoting conscious and bias-free selection processes aligned with international best practices in Diversity, Equity & Inclusion.

#### 4. Orientation and Role Models

Politecnico invites companies to contribute to professional orientation activities by bringing direct testimonials and role models — including female ones — to the University. Through events, workshops, and courses, companies present DEI policies and practices, helping to spread an inclusive and sustainable culture. Recent initiatives include sessions on inclusive leadership and training paths focused on the gender pay gap and negotiation skills during interviews.

The background features a sunburst pattern of light blue rays emanating from the center. A large, faint white circle is positioned on the left side of the image. The text 'Economic Resources' is centered on the right side.

# Economic Resources

## 03. Economic resources

In 2024, despite early signs of a reduction in economic support for DEI policies at international level and a general decrease in Ordinary Funding (FFO) allocated by the Ministry of University and Research to Italian universities, Politecnico di Milano confirmed an annual budget of €300,000 for the implementation of actions and strategies supporting the promotion of gender equality, diversity, equity, and inclusion. In addition to this dedicated budget and the funds directly managed by the Equal Opportunities Service and the Single Guarantee Committee (CUG), the process related to obtaining the **Gender Equality Certification**, undertaken for the first time in the same year, further expanded the range of expenditure items clearly allocated to these objectives.

Additional external resources are provided annually by companies, private donors, and foundations to fund the Girls@PoliMi scholarships, which reached their fifth edition (table 36), as well as by further financial contributions awarded by the Ministry of Research through competitive calls aimed at supporting wellbeing and inclusion (table 37). Furthermore, a specific budget line (not detailed in this document) is allocated each year to technological support for agile and remote working policies.

Overall, the financial tables presented in the original document show that more than **oltre 7.000.000 €** were allocated over the three-year period to DEI-related policies, demonstrating the University's long-term commitment to structural and sustainable gender equality initiatives.

**Tabella 35: POP, EQUAL OPPORTUNITIES AND CUG**

Assets	2025	2026	2027	Funding Institution
POP Project	300.000	300.000	300.000	PoliMi
Equal Opportuniets Unities - Creches	517.000	582.000	582.000	PoliMi
Equal Opportunities Unities - Summer/ Easter camps	75.000	70.000	70.000	PoliMi
Equal Opportunities Unities - PoliPsi	360.000	360.000	360.000	PoliMi
Equal Opportunities Unities -MultiChan-cePoliTeam	100.000	200.000	200.000	PoliMi/MUR
Equal Opportunities Unities - Other initiatives	34.400	34.400	34.400	PoliMi
Guarantee Act Committee	20.000	25.000	25.000	PoliMi
Help desk for Workplace Issues	15.000	15.000	15.000	PoliMi
Confidential Counsellor	35.000	35.000	35.000	PoliMi
Parità di genere - Certification	18.000	-	-	PoliMi

**Tabella 36: SCHOLARSHIPS FOR GENDER EQUALITY**

Assets	2025	2026	2027	Funding institution
Girls@PoliMi Scholarship	720.000*	720.000	720.000	PoliMi and company sponsors

\* This figure refers to the 30 scholarships awarded in 2025, worth € 8,000 per year for three years.

**Tabella 37: FUNDED PROJECTS**

Attività	2025	2026	2027	Funding institution
PROBEN 1	321.250	-	-	MUR
PROBEN 2	-	206.018	-	MUR



The Gender Budget 2025 was produced by a dedicated working group, involving various professional units within the University:

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Planning and Control Service

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Technical and Administrative Staff Management Service

Data processing and analysis were carried out by the Planning and Control Service, under the supervision of the entire working group. The University also wishes to thank colleagues who contributed to data collection activities, and in particular Francesca Teresa Saracino for her support in analysing data related to the employment survey of the student population and for the in-depth work on collaboration with companies.

Graphic design was developed by Sollicitudo – Arti Grafiche ONLUS, a social solidarity cooperative with no profit purpose, which promotes social rehabilitation and labour market inclusion for individuals in situations of vulnerability and marginalisation.

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