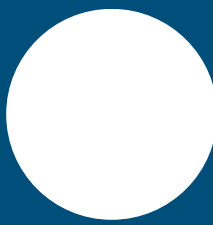
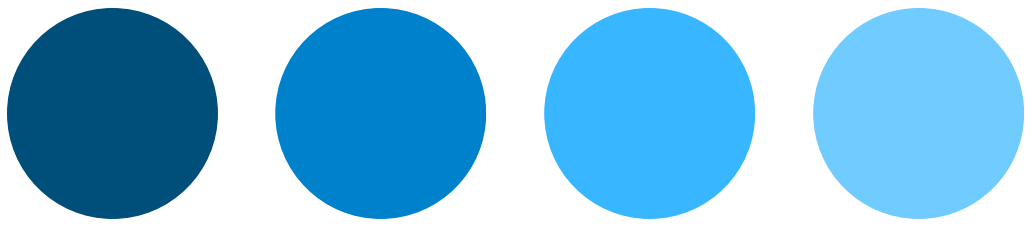


INTEGRATED ACTION PLAN

CITY OF TURIN





Co-funded by
the European Union
Interreg



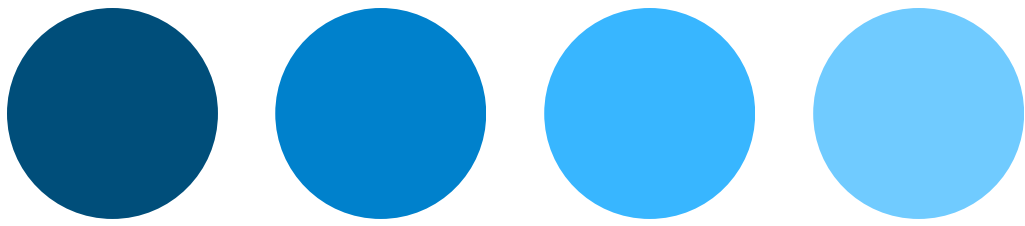
CITTA' DI TORINO



The City of Turin warmly thanks all those who contributed to the development of this Integrated Action Plan within the FEMACT-Cities project.

We are grateful to the political leadership for its commitment, to the EU Funds and the Equal Opportunities Departments for their guidance and coordination, and to the Gender City Manager CIRSDe – University of Turin for their invaluable scientific support.

Special thanks go to the municipal staff who participated in the co-creation workshops. Their engagement and dedication have been essential to shaping the City's Gender Equality Plan.



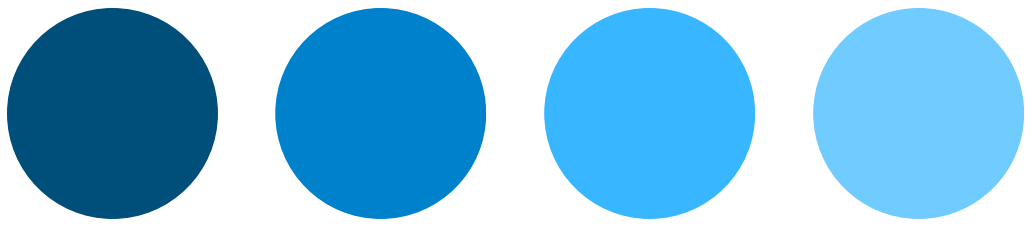
The City of Turin's participation in the FEMACT–Cities project represented a decisive step in the Administration's efforts to promote gender equality and strengthen its anti-discrimination policies. FEMACT was not just a European project to join, but a concrete opportunity that we sought and built since our application to closely observe the functioning of our institution, compare ourselves with other European cities and develop innovative tools capable of producing real and lasting change in favour of women.

This report describes a shared journey, a working method and a vision for the future. A fairer, more inclusive city that is more aware of its responsibilities is the Turin we want to build, starting with the most cutting-edge experiences in gender planning. I remember, for example, the study visit to Vienna in 2023, which I attended together with local officials and administrators. In just a few days, the exchange allowed us to see first-hand the strategies and public policies implemented by an “ideal” city that has embraced the principle of gender mainstreaming at every level. Thanks to in-depth discussions and exchanges with colleagues from Vienna, Clermont Auvergne Metropole and other partner cities, we gained a deeper understanding of how gender-sensitive and diversity-focused urban planning tools and techniques can significantly improve quality of life.

After an initial project planning phase, in 2024 we launched a highly valuable participatory process: a collaborative effort that involved employees from different sectors, experts from the academic world, municipal structures and external professionals for two years. This process enabled our offices to acquire the skills, methodologies and tools needed to analyse their organisational context in depth, identify critical issues and develop responses based on solid data and a long-term vision. It was within the framework of FEMACT–Cities that the Gender Equality Plan (GEP) of the City of Turin was consolidated, the outline of which had been approved in 2022 and which today stands as one of the most significant results of the project. It is not only a strategic document, but also a declaration of commitment to a cultural and structural transformation of the Administration. The GEP translates the experience gained in the European project into concrete actions and fits into the broader framework of the European Union's objectives and the 2020–2025 Gender Equality Strategy.

I believe that a city capable of guaranteeing equal opportunities, starting with its own employees or the way in which office work is organised, is better able to offer well-being, rights and real opportunities to all its inhabitants. The work carried out within FEMACT goes precisely in this direction: starting with the Administration to generate an impact that is reflected throughout the entire community of Turin.

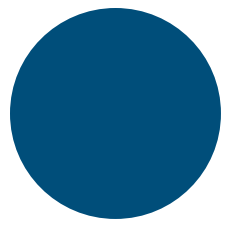
Jacopo Rosatelli, Councillor for Welfare, Rights and Equal Opportunities



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ULG, 19th March 2024





SECTION 1:

Context, needs and vision

1.1 Context analysis Turin, the capital of the Piedmont region, is Italy's fourth largest city with approximately 861,000 residents and over 2 million in the wider metropolitan area. Historically the country's industrial engine, the city underwent significant deindustrialisation in the 1990s, leading to socio-economic challenges including population ageing, youth unemployment, and the need for greater social inclusion. Over the past three decades, Turin has invested heavily in cultural, technological, and social innovation, transforming itself into a more sustainable and inclusive city. It has been awarded by the European Commission for its leadership in responsible urban innovation in 2024 (European Capital of innovation). The city is diverse, with around 15% of its population being international residents. While women often have higher educational attainment, persistent inequalities remain in employment, leadership roles, and pay—both in public administration and beyond.

The path toward a gender-equitable city begins within the **Municipality of Turin**, grounded in the belief that initiating positive change internally can drive broader transformation across the wider community. In line with the principle "no data, no policies", it is therefore essential to present a concise yet meaningful analytical overview of the quantitative data describing the organisation.

The city administration is structured into 1 General directorate, 1 General Secretariat, 4 Areas, 16 Departments, 40 Divisions, 61 Services, overseen by an Executive Board and politically led by a Deputy Mayor. It employs around **7.000 people**.

The data presented here refers to the staff of the City of Turin in the period from 12/31/2012 to 12/31/2024; these data are contained in the Comitato Unico di Garanzia (CUG) Report and in the Municipality Annual Report, both officially provided by the HR Department. The data are processed by the Equal Opportunities Office, using the toolkit provided by the Conference of Italian University Rectors Guidelines (CRUI Guidelines) for implementing gender balance in public institutions.

The most recent data available shows that from 2012 to 2024, the total number of employees decreased steadily, with an overall reduction of almost a third (-34%). Despite this reduction, the gender balance of the workforce remained unchanged throughout the period, with women representing over two-thirds of the staff and men just under a third (see FIG. 1).

In Italy, the predominance of women in the public sector is common. This can be partly explained by greater access for women to public employment through merit-based exams, which tend to reward their generally higher educational attainment. It also reflects a widespread view of the public sector as more “family-friendly,” making it a preferred choice for women seeking better work-life balance. A third possible reason lies in the relatively lower salaries and more limited career advancement typically found in public sector roles. Culturally, public employment is often seen as less prestigious than private sector jobs, which have traditionally attracted more men.

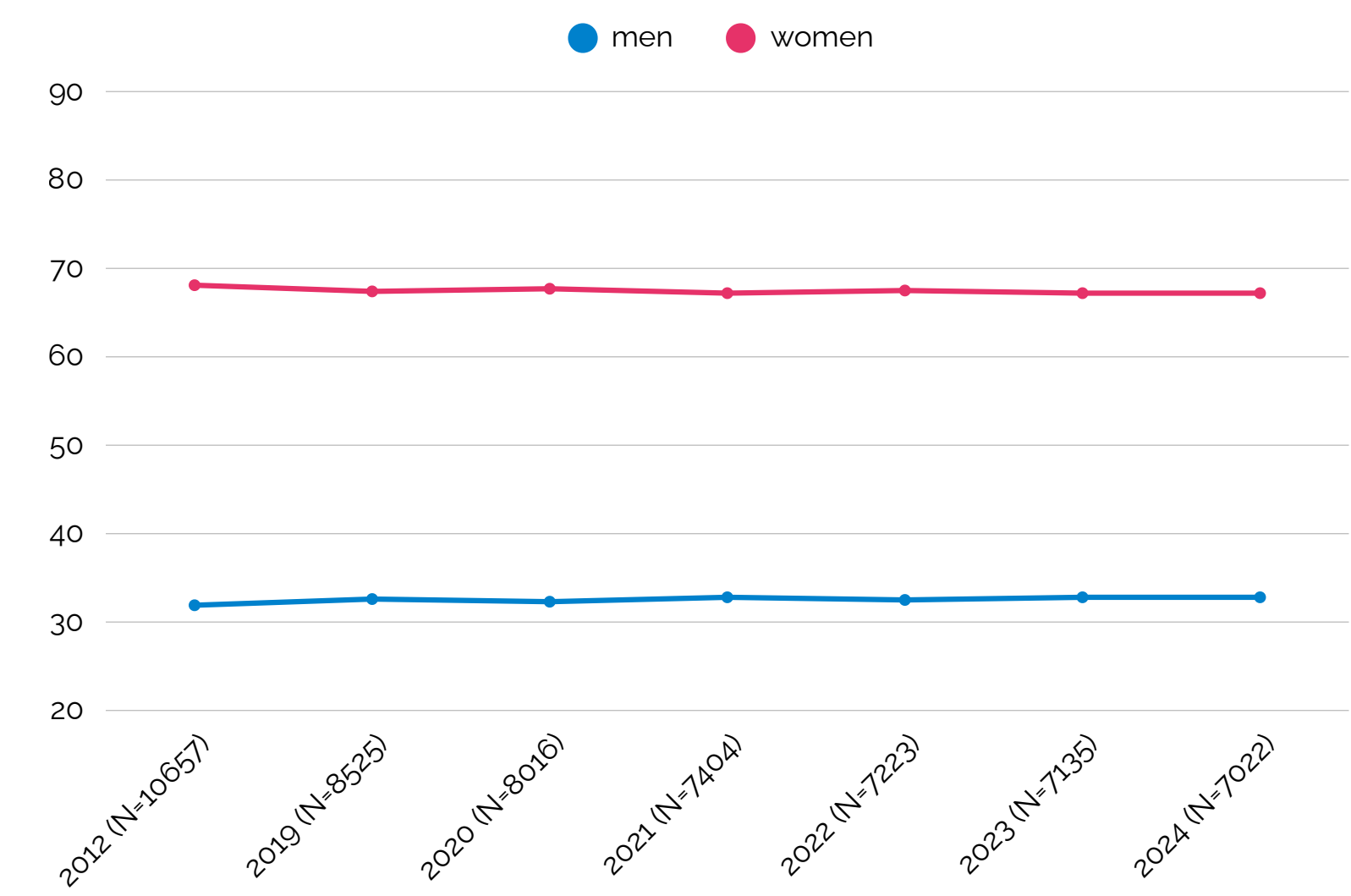


FIG. 1. Gender composition of municipal staff. Percentage values. Years 2012 and 2019-2024

When looking at the **age distribution** of the City's workforce, the data reflect a broader trend seen across the Piedmont region: the workforce is aging, while the number of younger employees is shrinking. In particular, the share of staff over 60 years old increased significantly between 2012 (5,3%) and 2023 (30,2%) - reducing only slightly in 2024 (24,9% - however, one fourth of the total staff). At 31/12/2024, 64,6% of the current workforce is over 50, and less than 15% (13,8%) are under 40 (see FIG. 2).

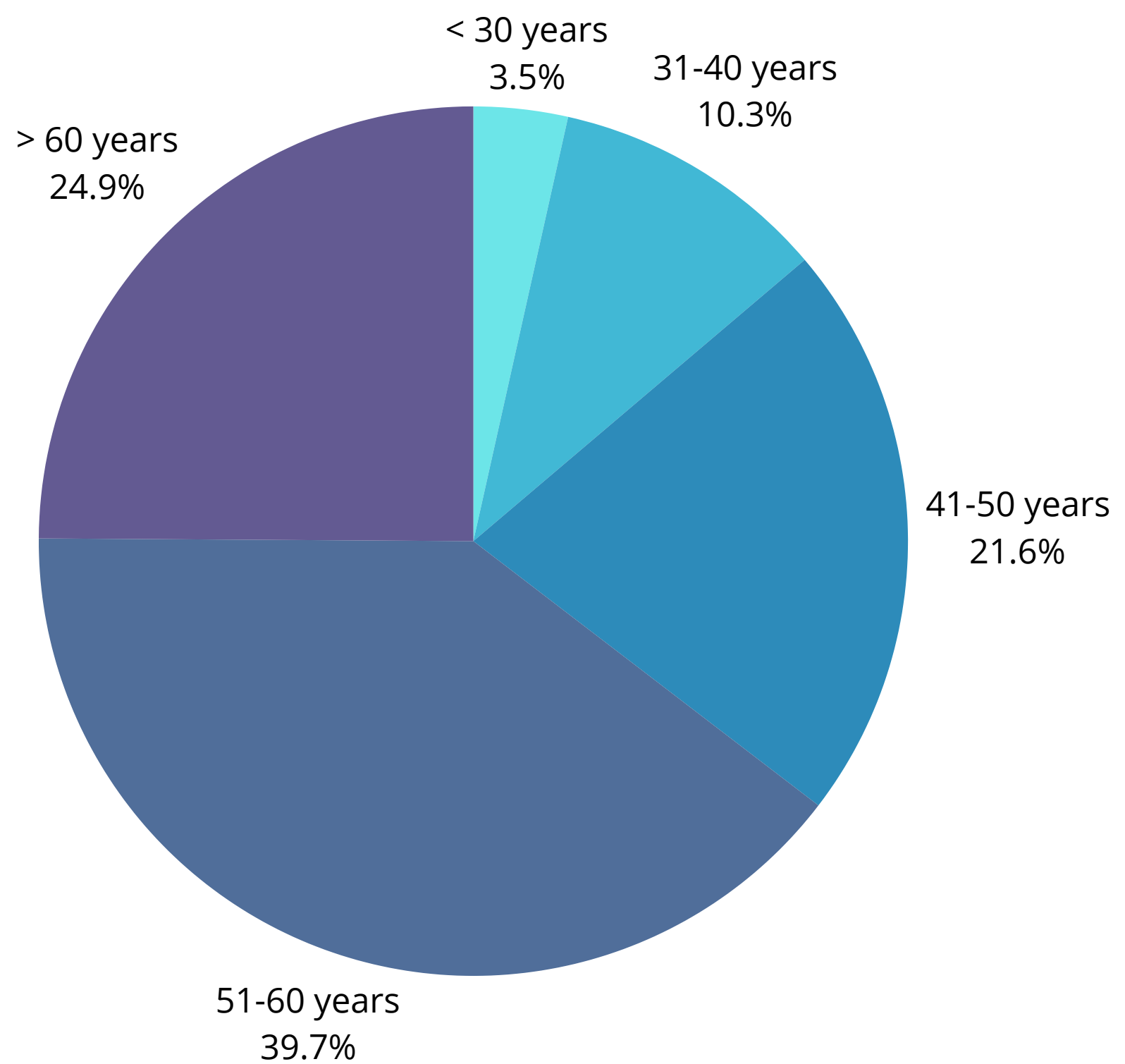


FIG. 2. Age distribution of the City's workforce. Percentage values. Year 2024 (N= 7022).

Gender imbalances emerge when examining different departments, where **horizontal segregation** — men and women working in different types of roles — still exists. At 31/12/2023, some areas still had a strong female majority, such as education and social services, where women made up 94% and 80% of employees, respectively. On the other hand, Departments such as “Major Construction Projects”, “Infrastructure” and “Mobility” were predominantly male, with men accounting for almost 62-64% of staff. (see FIG. 3).

Vertical segregation (the concentration of women and men in different grades, levels of responsibility or positions) emerges when considering the distribution of job levels, by comparing the percentage of women/men in each individual job level (category C, D, EQ, Managers) with the respective total number of women/men in the all city staff - in the entire municipal workforce, so that men and women can be compared as if they both represented 100%. As we can see (FIGG. 4-7), women are more concentrated in lower job categories (C), but their numbers do not increase as much in higher-ranking positions (D, EQ, managers): the blue line and the pink line are inverted in respect of FIG. 1 - except in the case of instructors. Over the last two to three years (2022–24), the situation appears to have improved in some cases (managers, officials, instructors); in others, such as middle management, it has not. In some cases, horizontal and vertical segregation overlap.

Employment areas	Women (%)	Men (%)	Total for Dept. (N)
Education Services	94,2	5,8	1439
Social Services	80,5	19,5	978
Sport, Culture and Tourism	66,7	33,3	384
Local Police	46,8	53,2	1513
Maintenance and Technical Services	37,9	62,1	195
Major Construction Projects, Infrastructure and Mobility	35,9	64,1	256

FIG. 3. Municipal staff's gender by (some) area of employment. Percentage values. Year 2023.

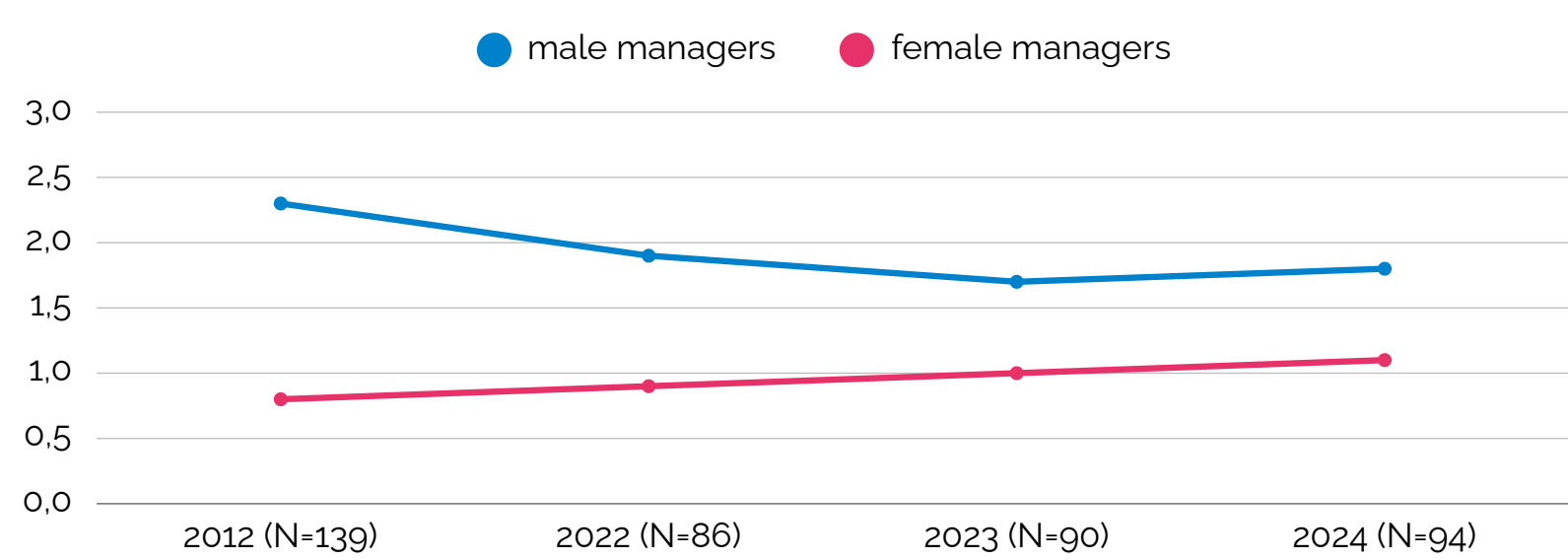


FIG. 4. Percentage of Managers by sex. Years 2012, 2022-2024.

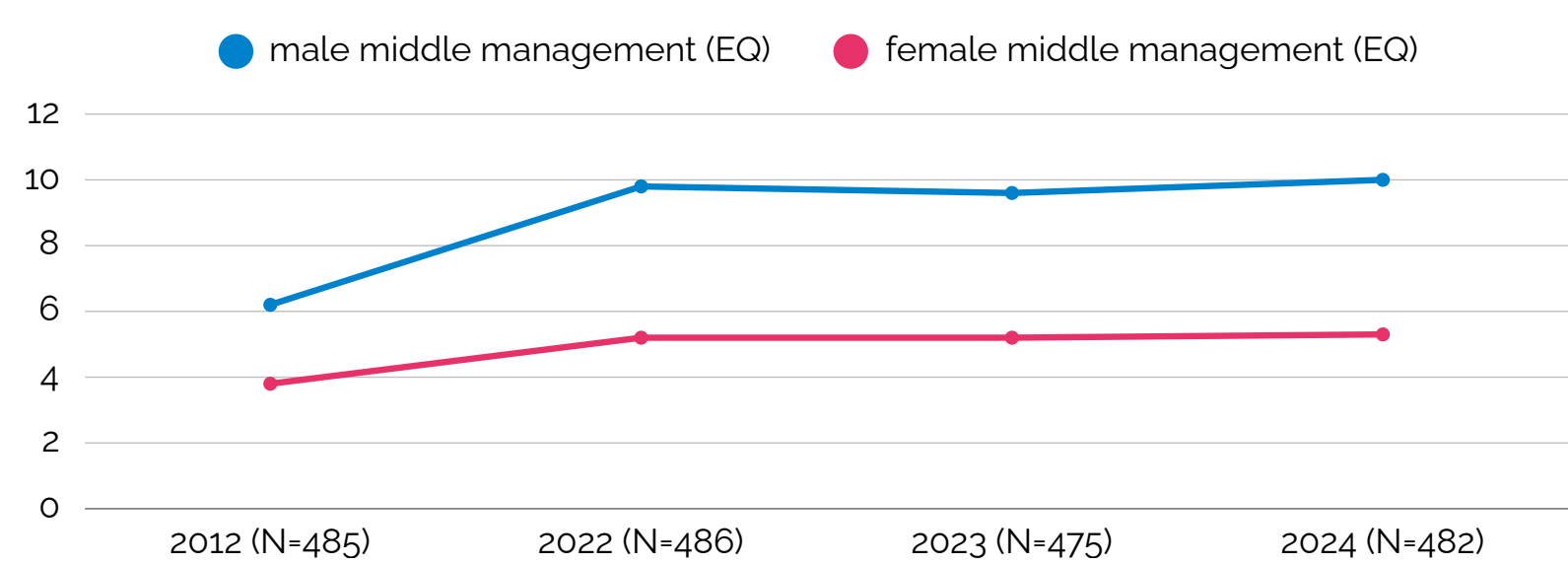


FIG. 5. Percentage of Middle management (EQ) by sex. Years 2012, 2022-2024.

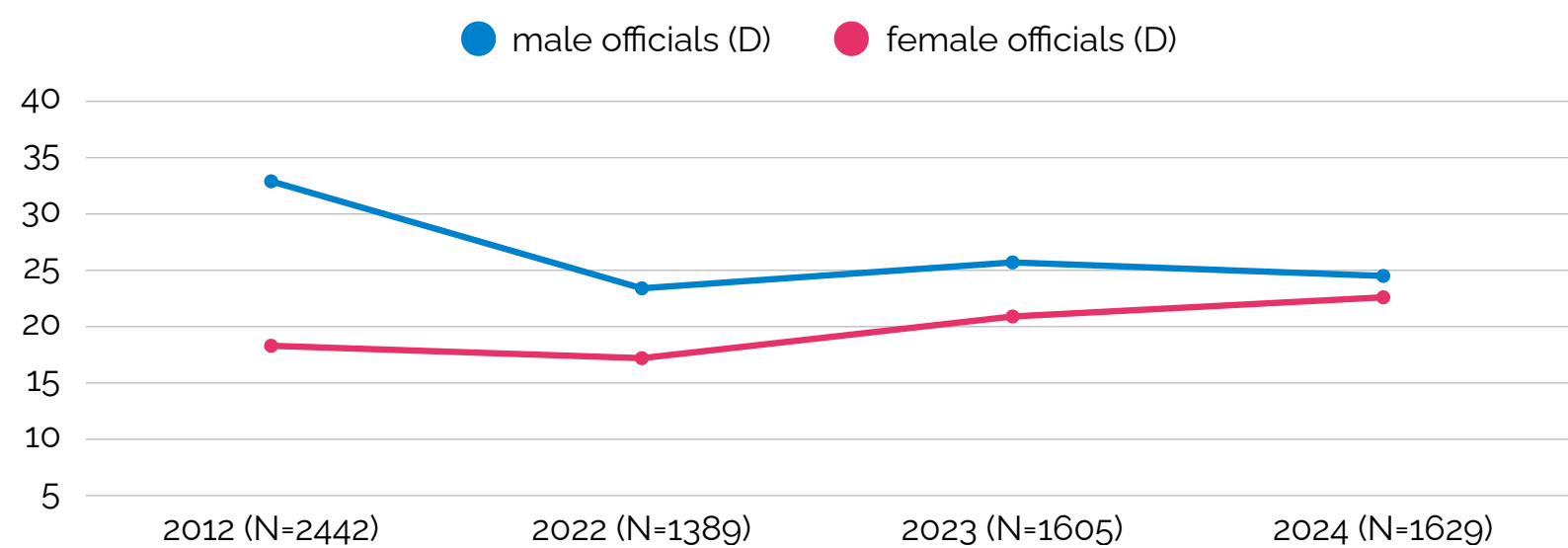


FIG. 6. Percentage of Officials (D) by sex. Years 2012, 2022-2024

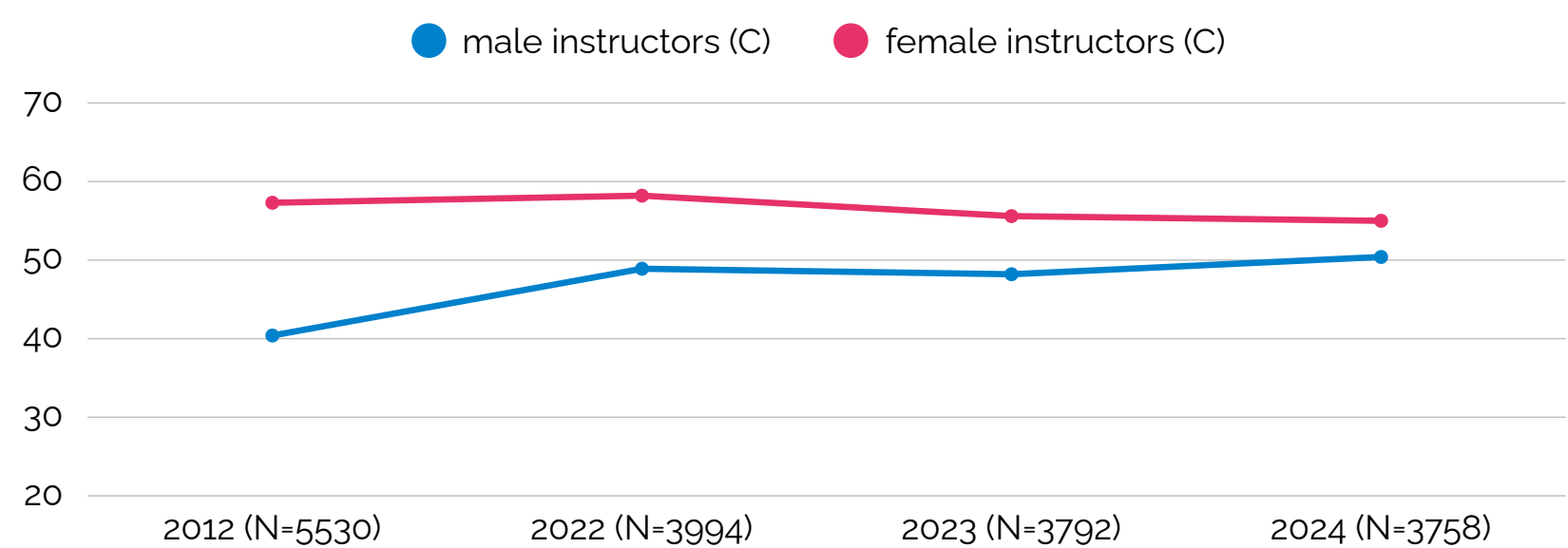


FIG. 7. Percentage of Instructors (C) by sex. Years 2012, 2022-2024

Looking at **education levels across job categories**, clear differences between men and women can be observed. In 2024, women in category D (officials) were much more likely than men to have a degree (73,4% vs 50,5%); however, this higher level of education doesn't seem to result in better career advancement. The gap becomes even wider at the top levels: between managers 64,2% of women in leadership roles have a postgraduate qualification, compared to 56,1% of men. At the same time, 28,6% of female managers have a bachelor's degree, while for men the percentage is 43,9%. In lower categories (B and C), women tend to have fewer formal qualifications than men (see FIG. 8).

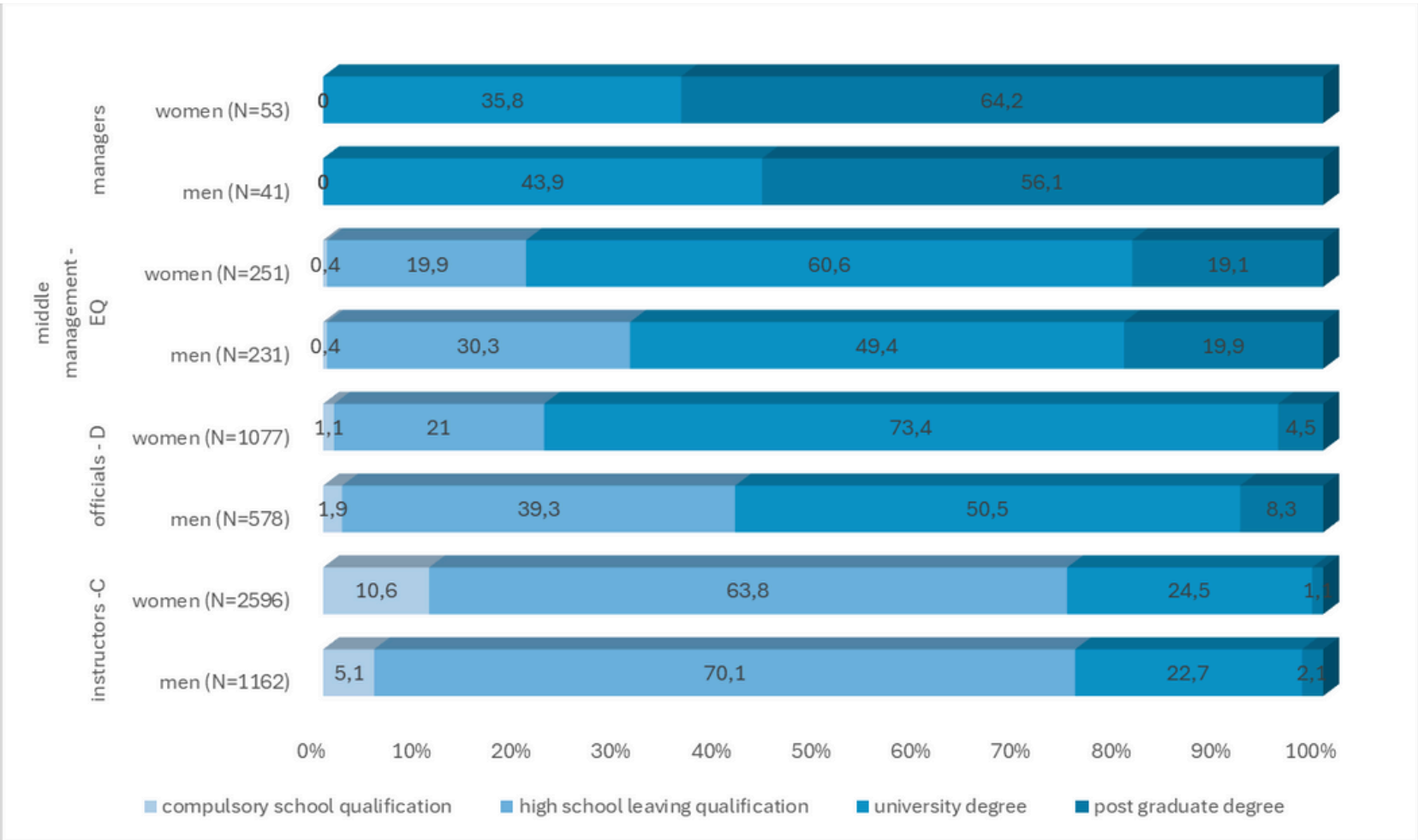


FIG. 8. Education levels across job categories, by sex. Percentage values. Year 2024

	AVERAGE NET SALARIES		PAY GAP	
	Men	Women	Absolute values	Percentage values
Political staff	32.126,50	36.831,17	4.704,67	12,8
Managers i.p.	114.589,12	114.163,17	-425,95	-0,4
Managers d.p.	115.883,57	119.896,58	4.013,01	3,3
Middle management (EQ)	41.699,48	40.144,94	-1.554,54	-3,9
Officials (D)	35.838,32	31.531,10	-4.307,22	-13,7
Instructors (C)	31.121,49	29.731,18	-1.390,31	-5,0
Category B	26.298,66	26.479,59	180,93	0,7
Category A	18.953,93	17.629,31	-1.324,62	-7,5

FIG. 9. Gender pay gap. Absolute and percentage values. Year 2024

In categories C and D, the more common, men still earn more than women (in category D the difference is over 10%; in category C not over 5%). Occasionally (2 times in 5 years), women in middle management roles also earn slightly more than men, but the difference doesn't go above 3%. The highest gap recorded for category D is probably due not only to overtime, but also to the allowances reserved for technical positions, which are predominantly held by men (see FIG. 9).

Regarding the **work-life balance**, there have been major changes between 2012 and 2024. Measures like part-time work, telework, and working from home have become more common after 2020 and COVID19 period. In 2012, only 8,2% of employees used these types of arrangements; by 2024, these had increased to 44,7%.

The **kind of measures** used has evolved considerably as well. In 2012 and 2017, part-time work made up more than 90% of all work-life balance arrangements (100% in 2012, as no alternatives were available). But by 2024, working from home accounted for 85,2% of these measures. Part-time work dropped to 13,8%, and telework became almost irrelevant (1%, compared to 10% in 2017).

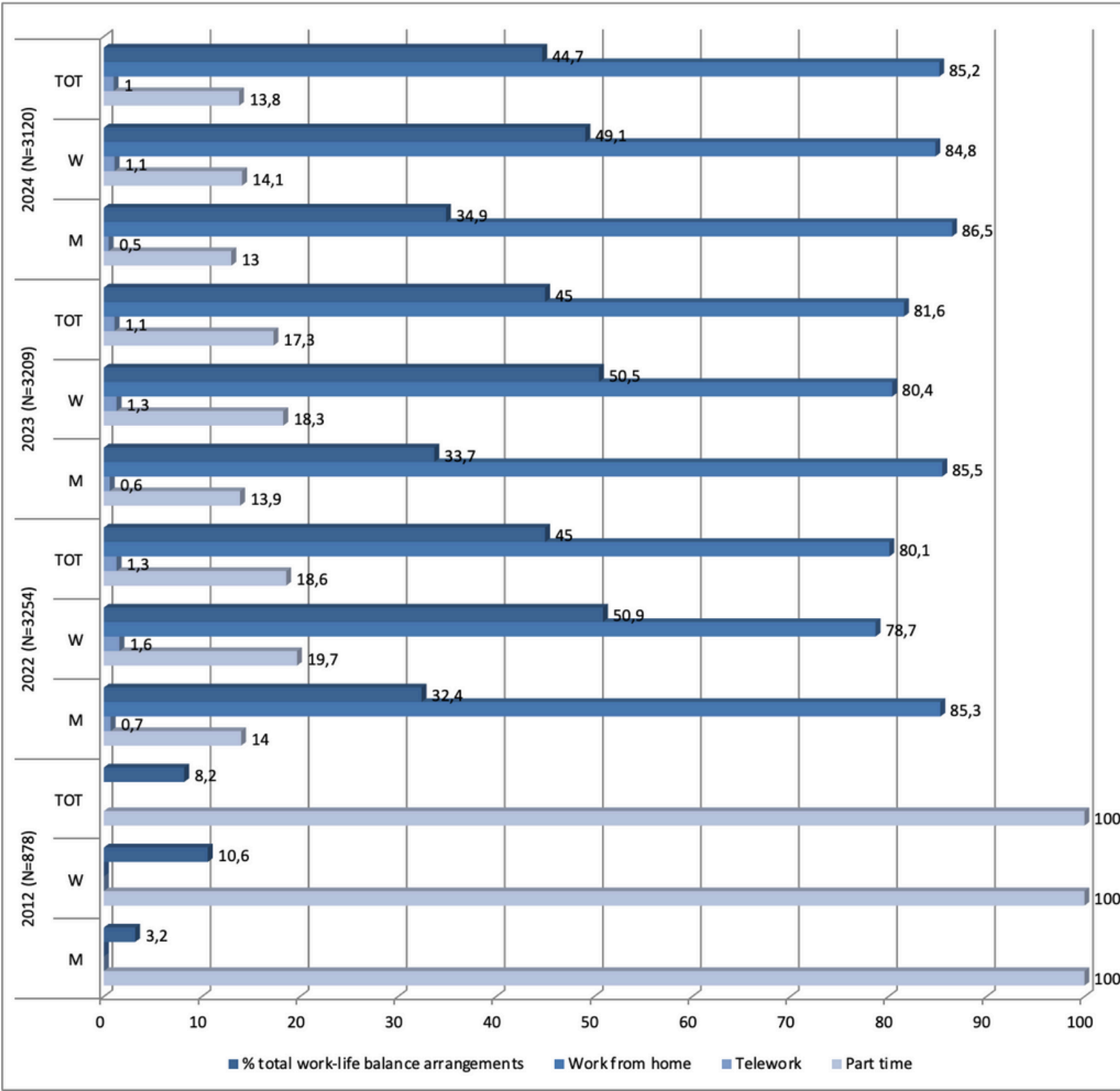


FIG. 10. Work-life balance arrangements by type and sex. Percentage values. Years 2012, 2022-2024.

Women are still the main users of work-life balance measures (49,1% vs 34,9% in 2024). However, men recorded the largest increase in usage: only 3,2% of men used these measures in 2012, but this percentage rose to almost 35% in 2024, with a continuing upward trend. For women, the percentage rose from 10,6% to almost 50% over the same period, but has tended to stabilise over the last three years (see FIG. 10).

It will be significant to monitor the evolution of the use of these options, especially considering that more than two-thirds of municipal employees are now over 50 years old. As this group ages, the demand for flexible working may increase even further. After a period of experimentation, in 2020 smart working has been activated as a measure to enhance work-life balance of part of the administration's employees. After the Covid period, smart working was extended to a wider audience; instead, in 2025 its benefits were reduced.

As regards the use of parental leave, women are the main beneficiaries, both in terms of the number of daily leaves taken and the number of individuals who take it. Overall, it is remarkable to note the very small proportion of municipal employees (both male and female) who take parental leave compared to the total workforce, a figure that is certainly linked to the relatively high average age (see FIG. 11).

These data highlight how gender and generational dynamics continue to shape the internal organisation of the City of Turin. While progress has been made — particularly in expanding access to work-life balance measures — inequalities remain, especially in certain career paths and representation across departments. Addressing these challenges requires not only continuous monitoring and analysis, but also the implementation of targeted, data-driven policies aimed at reducing both horizontal and vertical segregation. Promoting a culture of equity and inclusion within the administration can serve as a catalyst for broader societal change, making the Municipality a model of innovation and social responsibility for the entire city. However, the situation is constantly evolving, and therefore it will be interesting to discover how the picture changes in the years to come.

	MEN		WOMEN	
	Absolute values	%	Absolute values	%
Number of daily parental leave (days taken)	940	9,1	9382	90,9
Number of employees who took parental leave	80	16,5	405	83,5
Percentage of employees who took parental leave (out of total staff)	2306	3,5	4716	8,6

FIG. 11. Parental leave by sex. Absolute and percentage values. Year 2024

1.2 Story of Gender Equality in the City Administration

The City of Turin began implementing gender equality policies more than 40 years ago. Over time, various entities have been established, each contributing to the promotion of equal opportunities, although sometimes with overlapping responsibilities. While these initiatives reflect a longstanding commitment to gender equality, the City has not yet developed a fully integrated and comprehensive plan that coordinates efforts across all areas of municipal governance.

Established Bodies

Since 1978, the City of Torino has established the following bodies:

1978 Municipal Women's Council (Consulta Femminile Comunale)

The first municipal entity to bring together women's associations. It includes women representatives from political parties, trade unions and associations and operates under a specific regulation. It acts as an advisory body to the Municipal Council and the Executive Board and facilitates dialogue with local communities.

<http://www.comune.torino.it/consultafemminile/>

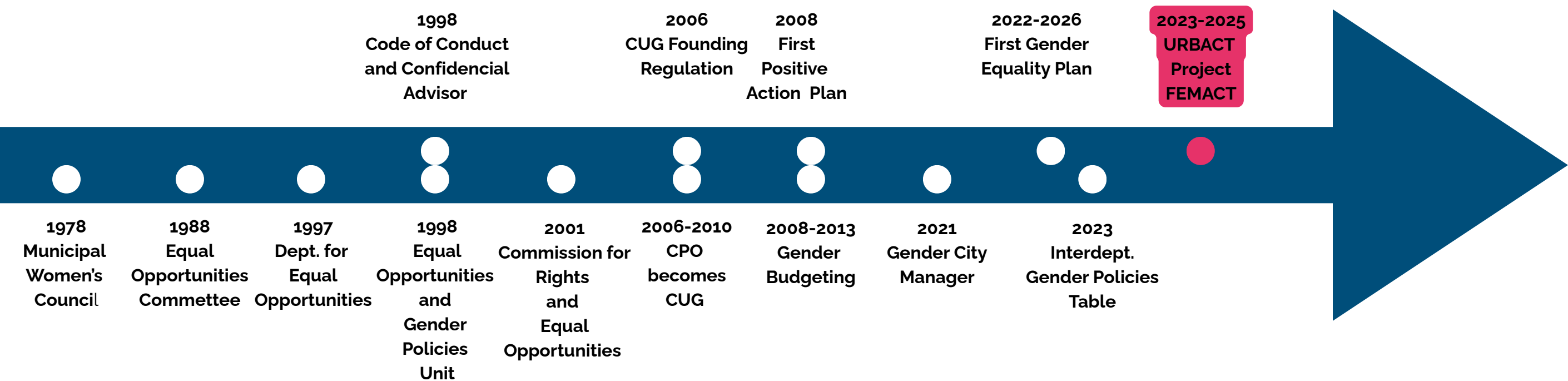
1988 Equal Opportunities Committee (Comitato Pari Opportunità, Later Comitato Unico Di Garanzia)

This committee fulfils a mandatory requirement for public administrations and operates within the Municipality of Turin. Its purpose is to foster organisational conditions that favour the well-being of employees by combating inequality and discomfort related to all forms of discrimination.

<http://www.comune.torino.it/cug>

1997 Department For Equal Opportunities

The first political mandate dedicated to equal opportunities, established to highlight the City's commitment to mainstreaming equality in all its policies, not just in the workplace.



1998 Equal Opportunities and Gender Policies Unit

The operational arm of the Department, is now part of the Social Services Directorate, working under the Health Promotion and Equal Opportunities Service.

Focus areas: Gender equality, combating gender-based violence, LGBTQ+ rights, anti-racism. Objectives: To integrate gender objectives into all municipal policies, to address inequalities and to connect with community needs through relevant associations.

Activities: Advocacy, training, awareness-raising events, digital communication and participation in regional, national and European projects.

<http://www.comune.torino.it/politichedigenere/>

<http://www.irma-torino.it/it/>

1998 Confidential Advisor (Consulente di Fiducia)

A role created under EU Recommendation 92/131/CE and implemented locally through the Code of Conduct. This advisor ensures the Code is enforced and deals with discrimination, harassment and bullying in the workplace. Employees can seek help and the counsellor will deal with cases in a confidential and appropriate manner.

http://www.comune.torino.it/cug/consulente_fiducia.shtml

2001 Commission for Rights and Equal Opportunities

Established by the City Statute and regulated by the City Council. This commission, made up of councillors, reviews administrative measures to improve the situation of women and promote gender equality. It evaluates, proposes and monitors administrative measures to remove obstacles to full gender equality.

http://www.comune.torino.it/consiglio/commissione_pari_opportunita/index.shtml

Other instruments for Gender Mainstreaming

Since the end of the 1990s, the City of Turin has sought to mainstream gender policies in all areas of its administration, using these instruments:

Gender City Manager (2021): Torino has been the first city in Italy to establish the role of Gender City Manager to support policies aimed at promoting gender equality and equity. The role is in charge of CIRSDe, the Interdisciplinary Center for Women's and Gender Studies at the University of Turin. The decision to entrust the role of Gender City Manager to a research center rather than an individual reflects the City of Turin's commitment to a multidisciplinary and transversal approach.

The diverse expertise of CIRSDe representatives enables the role to address the varied competencies of the City's departments and areas.

Key responsibilities of the Gender City Manager include:

- Collaboration with associations and women's, feminist, and transfeminist movements to develop and periodically update the city's guidelines on gender equality and equity
- Participation in the Gender Policy Working Table, which is currently being established
- Assistance in the design and implementation of initiatives submitted by the Administration for co-financing opportunities (especially, though not exclusively, European, ministerial, and PNRR funds) with a gender mainstreaming perspective.
- Coordination and knowledge-sharing efforts with Gender City Managers from other local, metropolitan, regional, and national entities
- Facilitation and promotion of collaboration among various municipal services, divisions, and equality bodies (e.g., CUG and CFC), including the development of defined methodologies on gender mainstreaming
- Collaboration in developing the City of Turin's Gender Impact Assessment (V.I.Ge).

First draft of the Gender Equality Plan (2022-2026): led by the Deputy Mayor, Councillor for Welfare, Rights and Equal Opportunities, also to meet European regulatory standards, this initiative has faced significant challenges such as the lack of a participatory element, insufficient access to gender-disaggregated data, limited time, human and financial resources. Within the FEMACT network, Turin has the ambition to develop the new co-ordinated version.

Interdepartmental Gender Policy Table: This initiative, formalised in 2023, aims to bring together representatives from all municipal departments to jointly address gender issues. Despite its potential, the table is still in the early stages of implementation and will be implemented thanks to the Femact project (See par. 2.2).

Gender budgeting (2008-2013) was a temporary experiment. Efforts are currently underway to revive this important tool.

Additional tools to combat violence against women

Moreover, the City has established additional tools to combat violence against women:

2000 Citizens' coordination to combat violence against women (CCVD)

The CCVD was set up by the City of Turin in 2000 in order to effectively combat the phenomenon of violence against women. It is a permanent interdisciplinary and inter-institutional network made up of bodies and associations operating in the territory. The aim of the CCVD is to promote cooperation between professionals and services from different sectors.

http://www.comune.torino.it/politichedigenere/po/po_reti/po_cccvd/index.shtml

2003 Proximity Police Department

It works through the Proximity Team for women and minors who are victims of violence, stalking and abuse. They help abused women in leaving the family home for protection. They are involved in prevention activities in schools on the subject of cyberbullying and gender violence and work with the judicial authority.

<http://www.comune.torino.it/vigiliurbani/>

2007 Anti-Violence Support Center for People with Disabilities

The service was created following the request of women with disabilities and thanks to the experience of the "Il Fior di Loto" Gynecological Clinic who revealed the existence of the systemic nature of the phenomenon of sexual violence.

2010 Anti-Violence Center

Promoted by the CCVD, it operates within the Department of Social Services and looks after women who are victims of domestic violence. It works in a network with hospital emergency services, law enforcement agencies, social services and the voluntary sector. The centre aims to increase and strengthen the emancipation and empowerment of women through: protection - including their children - legal, psychological and various other forms of support. It is involved in prevention activities in schools and in the local area.

<http://centroantiviolenza.comune.torino.it/>

2024 Shelter Home "Mariposas"

A refuge home where vulnerable women who are victims of violence can find shelter, relief, protection, assistance and support thanks to the professionalism of a multidisciplinary team accompanied by the beauty of art.

Although many institutions, recommendations, dedicated bodies, and tools have been established to address gender inequality, their full potential can be realized through strong commitment and coordination at all levels, ensuring cohesive and effective action across the organisation.

1.3 Vision and policy challenge

The **overall vision** and **main goal** of this Integrated Action Plan is the integration of gender equality objectives into all municipal policies of the City of Turin and providing the necessary services to address gender inequalities.

As part of the FEMACT Cities initiative, Turin will focus on gender mainstreaming within the municipality through the **co-design of a Gender Equality Plan (GEP)**. This, as defined by the European Commission, is a strategic document aimed at fostering equality by:

- Identifying and addressing gender inequalities.
- Implementing innovative strategies to tackle these inequalities.
- Setting measurable goals with specific indicators and monitoring systems.

Thus, the key priorities for the administration include 4 of the main strategic axes that the European Commission identifies as central to achieving gender equity in complex organisations:

- Work-life balance and organizational culture
- Gender equality in recruitment and career progression
- Gender balance in leadership and decision-making bodies
- Combatting gender-based violence, including sexual harassment

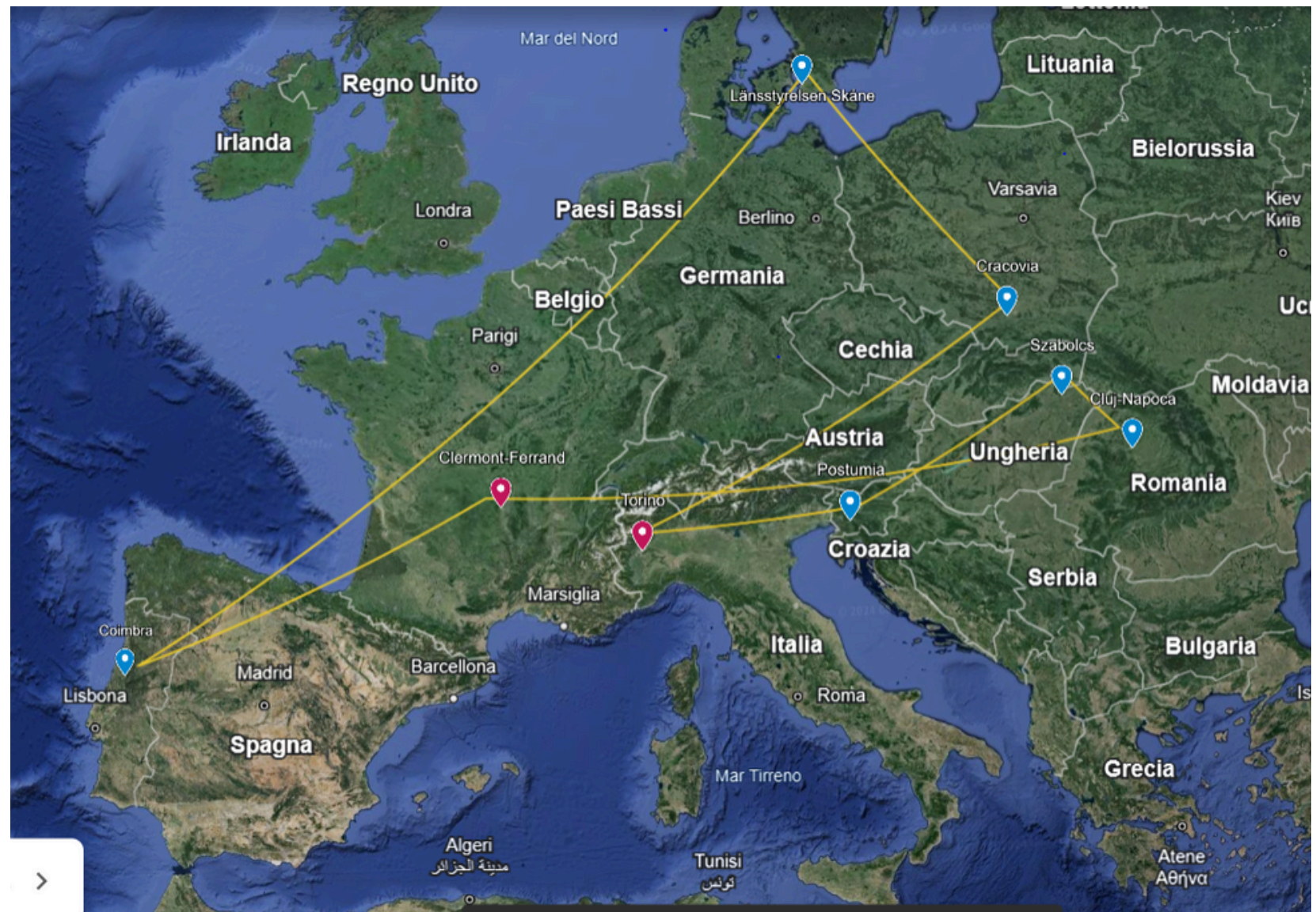
Those topics are part of the ULG's participatory approach as described in § 2.2.

Following the implementation of an effective GEP, Turin plans to:

- Apply gender mainstreaming principles across all municipal programs
- Involve both women and men
- Establish a monitoring system with appropriate evaluation indicators
- Collect gender-disaggregated data to measure how political, economic, and financial decisions impact women and men differently
- Implement actions at both structural (i.e. work-family balance measures) and cultural levels (i.e. training on gender mainstreaming and leadership models).
- Adopt an approach that combines top-down and bottom-up initiatives using mixed methodologies.

The city faces structural and cultural challenges in developing and implementing the GEP, related to practical, organisational and regulatory factors, as well as values, attitudes, perceptions and behaviours that are ingrained within the organisation.

1.4 Learnings and sharings within the Urbact Transnational Network



Torino's participation in the FEMACT Cities network and the Urbact programme has highlighted the importance of gender equality within the city administration. Through innovative methods and dedicated resources, we have embarked on a **transformative journey**.

We have assembled a dynamic local city group of around 50 colleagues to review the draft of the city's gender equality plan. Our approach involves sharing, co-designing and co-managing with different city departments, engaging colleagues in a vibrant participatory process. Led by the EU Funds and Equal Opportunities Dpts., with technical assistance from CIRSD (Research Centre for Women's and Gender Studies - University of Turin) and the participation of ad hoc experts, we have successfully extended the Urbact methodology to a wider city audience. This includes colleagues who have never been involved in such processes before and who are developing new ideas to tackle challenges.

This initiative marks the beginning of using new tools to explore different shared solutions.

During the inspiring **TNM in Vienna**, political support was strengthened. The Deputy Mayor for Gender Equality and the Torino Femact team had the opportunity to delve into Vienna's gender equality initiatives over the last 35 years and gain insights into concrete, inspiring local actions. The interactive discussion facilitated a lively and open exchange, encouraging dialogue and cooperation. The direct involvement of the City's Executive Board at the European level reinforced local participation and strengthened the ULG's efforts.

In the **third online TNM**, we focused on Testing Actions with Christophe Gouache. His dynamic presentation, coupled with brainstorming sessions, ignited our creativity. An engaging data workshop with Béla Kézy equipped us with the skills to select, source and use data effectively.

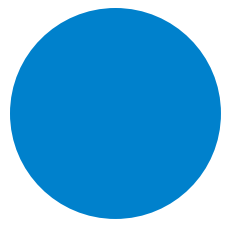
During the **fourth TNM in Krakow**, we were captivated by the Partner Deep Dive: Presentation of Research Findings and Methodology by Ewelina Jaskulska and the Research on the use of urban spaces by women in Krakow. It was eye-opening to learn how the use of space differs between men and women, even at a young age. Inspired, we plan to disseminate the gender concepts through a workshop in a highschool in Turin and to propose the replication of the feminist city tour concept.

During the **online 5th TNM** we participated in a panel on municipal responses to gender-based violence led by Jenna Norman and in particular the approach of men's co-participation in GBV seemed relevant to us: only the active involvement of men and the deconstruction of women as victims can create the right conditions for a persistent cultural change.

The **6th TNM in Torino** offered a consistent added value for sharing experiences and best practices of the city. We had the opportunity to feature the services, institutions, and initiatives dedicated to promoting equal opportunities, supporting women's empowerment, combating gender-based violence, and fostering inclusion. We collected valuable opinions and comments from the Femact's partners.

ULG, 25th September 2024





SECTION 2:

Overall logic and integrated approach

2.1 Integrated approach

Based on the strategic objective of the FEMACT project in Turin—to implement gender mainstreaming within the administration and to enable an effective Gender Equality Plan (GEP)—it is essential to integrate this plan with both national and regional legislation on equal opportunities. At the national level, the Italian Constitution provides a foundational framework, particularly through Article 3, which affirms the equal dignity of all citizens without distinction of sex, and Article 37, which ensures the protection of women's labor and equal pay. These constitutional principles are further detailed and operationalized by the Equal Opportunities Code (Legislative Decree 198/2006), which establishes the right to equal treatment and opportunities in public and private sectors and promotes positive actions within public administrations, including the adoption of Positive Action Plans (PAPs).

The legislative framework is reinforced by Law No. 183 of November 4, 2010, which obliges public administrations to implement measures that guarantee gender equality, including the development of GEPs. Additionally, the National Gender Equality Strategy serves as a strategic instrument that supports public institutions in adopting gender-sensitive policies in alignment with European Union objectives and the 2030 Agenda for Sustainable Development.

At the regional level, the FEMACT plan should consider the framework established by the Piedmont Region, starting with Regional Law No. 5 of July 4, 2016, which focuses on the prevention and combating of gender-based violence and includes actions to promote a culture of equality in public institutions. Complementary to this, Regional Law No. 11 of February 18, 2010 lays out the principles of an integrated system of equal opportunities and the fight against discrimination, promoting the use of gender mainstreaming tools by public bodies and establishing the Regional Equal Opportunities Committee as a consultative and policy-support body.

Moreover, the Region's Three-Year Positive Action Plan outlines concrete measures for promoting gender equality in public employment and can serve as both a methodological and content reference for the development of the GEP for the City of Turin under the FEMACT initiative.

In conclusion, to ensure that the GEP developed within the FEMACT project is effective and legally compliant, it must be fully aligned with national constitutional principles and legislative measures, incorporate the strategic directions of the national and regional gender equality plans, and be developed in close coordination with the relevant bodies to ensure coherence and synergy across policy levels.

This plan should be integrated within the content of the City's other programme plans as well, in order to ensure the development of a system that links the different levels of intervention:

- the Integrated Activity and Organisation Plan (PIAO), which is valid for three years. It is updated annually and defines, among other purposes:
 - a. programmatic and strategic performance objectives
 - b. the human capital management and organisational development strategy
 - c. the methods and actions aimed at fully respecting gender equality.
- the Positive Action Plan (PAP) drawn up by the Internal Guarantee Committee (Comitato Unico di Garanzia), which contains initiatives aimed at removing obstacles to full and effective gender equality.

The core team, City of Turin



PREPARATORY LOGIC MODEL OF ACTIONS AND INTERVENTIONS TO IMPLEMENT GENDER MAINSTREAMING WITHIN THE ADMINISTRATION

ACTION	RESOURCES	MAIN OUTPUTS	RESULTS	VISION
creation of a ULG/Table on Gender Equality issues	colleagues of all Depts to take part at workshops, Experts, spaces/venues, financial resources,	8 workshops with colleagues from various Depts to identify the actions of the GEP on 4 thematics on gender	50 colleagues of the ULG/ from various Depts, involved permanently in a Gender-Table tackling gender inequalities	1) spreading gender mainstreaming vision inside the administration. 2) Balancing the gender gap
Project Pilot to start experimentation	20/30 colleagues/ambassadors identified and trained	2 workshops on the theme of the gender ambassador inside the administration and 1 tour to discover gender representatives venues in Torino	12/20 Gender-ambassadors spread in different Depts tackling gender inequalities	1)spreading gender mainstreaming vision inside the administration. 2)Balancing the gender gap
Disaggregated data collection	data info on gender from Depts, a group of colleagues in charge of collecting and monitoring data, approval by top management	creation of a databaserecreation of a team or a person in charge of collecting, updating, elaborating, monitoring, evaluating and sharing data	1 data base on gender 1 group/person to collect, monitor and elaborate data yearly, in order to prevent gender inequality	1)spreading gender mainstreaming vision inside the administration. 2)Balancing the gender gap
Gender Equality Plan	approval by the municipal bodies of the Strategic Action Plan for Gender Equity (GEP); Human and financial resources	Implementation and Publication of the Gender Equality Plan	1 document published7000 workers of the City as beneficiaries of the actions implemented	1)spreading gender mainstreaming vision inside the administration. 2)Balancing the gender gap
Communication/Dissemination of culture of equity also to spread GEP contents	creation of a dedicated space on internal website, trained ambassadors,	periodic newsletters; Intracom revisited, trained ambassadors as contact points for their Dpt., 1 video	7000 colleagues informed about the new GEP and events/workshops on Gender Equity to spread the culture of gender equality inside the administration	1)spreading gender mainstreaming vision inside the administration. 2)Balancing the gender gap

2.2 The Participatory Approach

The Gender Equality Plan (GEP), as defined by the European Commission, is a strategic document aimed at fostering equality by:

- Identifying and addressing gender inequalities.
- Implementing innovative strategies to tackle these inequalities.
- Setting measurable goals with specific indicators and monitoring systems.

Adopting a **participatory approach, the Urban Local Group (ULG)** played a pivotal role in shaping Turin's GEP. This inclusive governance model ensures that decision making is collaborative, efficient and multi-perspective.

The ULG included stakeholders from different Departments, with a consistent attendance of **30–35 members** per meeting for a total of around 50 people involved. Invitations were sent out via internal mailing lists, ensuring voluntary and diverse attendance. Although not all participants involved were present at every meeting, participation was generally constant over the months. The opportunity to participate on a voluntary basis enabled representatives from different departments to attend. During each meeting, a representative of the coordination team presented the progress and updates of the project as a whole. The ULG meetings were structured around the 4 thematic areas outlined in the Horizon Europe guidelines. Each meeting was opened with a short theoretical-practical introduction to the topic addressed. These introductory moments, designed to provide the group with tools to facilitate the subsequent activities in small or medium groups, were entrusted to experts chosen not only for their expertise in the field, but also for their ability to stimulate reflections. The discussion, both in the working groups and in the plenary, focused on the design of actions to be included in the GEP. The ULG sessions were organised around the **4 thematic areas**:

1. March 19, 2024: Work-life balance and organizational culture
2. June 14, 2024: Gender equality in recruitment and career progression
3. September 25, 2024: Gender balance in leadership and decision-making bodies
4. November 28, 2024: Combatting gender-based violence, including sexual harassment

Three other meetings in 2025 (June 18, September 29, October 9) focused on defining the actions in detail, including a precise description, the target and those responsible, according to the outline to be included later in the final version.

Furthermore, on 9 September, the General Management convened the heads of the various departments with the aim to present the GEP and the work carried out to date within the scope of Femact.

Each meeting reinforced the GEP's commitment to inclusivity and actionable change towards a fairer workplace. The outcome of the workshops is a list of actions proposed by the ULG group for each of the 4 thematic areas to be included in the GEP, to be submitted to the various departments responsible for the municipality to assess feasibility, cost-effectiveness and appropriateness, helping to ensure a constructive balance between the bottom-up participatory process and top-down responsibility.

Participants were asked to express their opinions on the entire path: the main feedback has been the need to meet more frequently, the lack of time for discussion and the concerns that the actions will actually be implemented.



ULG, 14th June 2024

ULG, 28th November 2024

ULG, 29th September 2025

2.3 Experimenting with the Pilot

As part of the **FEMACT initiative**, the City of Turin tested a **Pilot Project** in March 2025, an initiative to be extended and replicated across different Departments of the city administration if successful.

The updated approach has created a **Network of Equal Opportunities Ambassadors** to::

- Disseminate information on GEP implementation within their respective Depts.
- Collect feedback, observations, and suggestions from colleagues to be shared with the FEMACT team.
-

The pilot emphasises a co-construction process, with broad participation in shaping the network's priorities and activities. Almost 20 volunteer members of the **Urban Local Group** (ULG) have worked together to define the roles and focus of the ambassadors.

Key Steps for the Pilot Project:

1. **Recruitment (via ULG Call)**: Aim: Gather approximately 20 volunteers (Selection was based on voluntary participation).
2. **Role Definition (Early February)**: a half-day workshop to jointly outline the ambassadors' roles and responsibilities.
3. **Training Session (Late February)**: a comprehensive six-hour training session tailored to identified needs of the ambassadors.
4. **Orientation Tour (March 12)**: a half-day tour of key city services involved in equal opportunities and gender-based violence prevention, including:
 - Equal Opportunities Office.
 - Confidential Advisor Office.
 - Anti-Violence Center.
 - Family and Relationship Centers.

This revised plan provides a practical and comprehensive framework for addressing gender equality within the city's administrative practices, using both training and collaboration to increase awareness and integration of gender sensitive approaches.

What was the hypothesis?

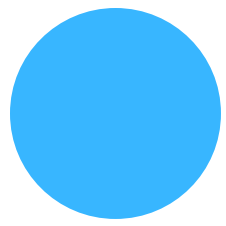
The hypothesis behind the testing actions was that involving ambassadors from various departments would promote greater awareness and active participation in gender equality issues within the municipal administration. The expectation was that these ambassadors would serve as crucial links between their departments and the Gender Equality Table/team, facilitating communication, gathering feedback, and increasing overall engagement in the implementation of the Gender Equality Plan.

The testing actions aimed to answer several key questions:

- How effective is the ambassador network in fostering collaboration across departments?
- Are the ambassadors able to effectively communicate and implement gender equality objectives within their own teams?
- What feedback and challenges arise from the ambassadors that could help refine the GEP and broader action plans?

The results of the testing action revealed that the ambassador network had a significant impact on the participants, with many reporting an increased understanding of gender-related issues and a stronger commitment to integrating these concerns into their work. The co-creation process was also positively influenced, as ambassadors brought forward valuable insights and suggestions from their colleagues, which were used to fine-tune both the objectives and the focus of the GEP. The ambassadors could become active stakeholders in shaping the direction of the project, ensuring that it is more inclusive and relevant to the needs of each department.

Moreover, the outcomes of the testing actions directly influenced the refinement of the action plan. The feedback collected from ambassadors during the testing phase helped identify areas for improvement in the training sessions, particularly around specific gender-related challenges faced in different departments. Additionally, the involvement of the ambassadors highlighted the importance of continuous communication and collaboration, leading to the introduction of regular check-ins and feedback loops to ensure sustained engagement. As a result, the action plan has become more adaptive and responsive, with clearer objectives and more practical steps for implementation.



SECTION 3:

Action planning details

3.1 The New Gender Equality (Equity) Plan

The Gender Equality Plan (GEP), as defined by the European Commission, is a strategic document designed to promote gender equality through:

- the identification and management of gender imbalances;
- the implementation of innovative strategies to address such inequalities;
- the definition of measurable objectives supported by specific indicators and monitoring mechanisms.

The City of Turin developed its GEP through a co-creation process, carried out via participatory exchanges and dedicated meetings aimed at defining actions, indicators, and expected outputs. As indicated above, approximately 50 employees of the City of Turin were actively involved in this process.

The GEP includes 4 thematic areas (as indicated in par. 1.2):

- Work-life balance and organizational culture
- Gender equality in recruitment and career progression
- Gender balance in leadership and decision-making bodies
- Combatting gender-based violence, including sexual harassment

plus 1 cross-cutting section.

The following actions have been identified by the ULG; as a result they have to be further analysed by the competent management of the City of Turin to assess their actual feasibility.

THE GENDER EQUALITY PLAN OF THE CITY OF TURIN

AREA 1 -WORK LIFE BALANCE AND ORGANISATIONAL CULTURE

1.1	Tools to increase flexible working hours to facilitate work-life balance
Brief description of the action	Definition and implementation of new procedures for the use of flexible working hours
Target	Employees of the City of Turin
Responsible	Personnel Division
Output	Approval of specific agreements within the framework of the supplementary bargaining agreement of the Entity
Result indicators	Percentage of use of flexible working hours out of the total population of the Municipality; data broken down by gender
Timing	3 years
Link to the priorities of the EU 2030 Agenda	Goal 3: Good health and well-being Goal 5: Gender equality

1.2	Continuing education on gender mainstreaming, workplace well-being, and goal-oriented work
Brief description of the action	Creation of a mandatory training package dedicated to gender mainstreaming, the promotion of workplace well-being, and the dissemination of a goal-oriented work culture. The training course will aim to develop cross-cutting skills useful for applying a gender perspective to all internal and external municipal administration policies and practices and to promote inclusive and results-oriented work environments.
Target	Employees of the City of Turin, E.Q. and managers
Responsible	Training Service, CUG, Equal Opportunities Service
Output	Training package
Result indicators	- Number of employees who have taken advantage of the training package - Number of E.Q. who have taken advantage of the training package - Number of managers who have taken advantage of the training package
Timing	2 years
Link to the priorities of the EU 2030 Agenda	Goal 5: Gender equality

1.3	Increase of home working and specific training
Brief description of the action	Expansion of the use of agile working, accompanied by specific training courses for managers, aimed at promoting effective team management and an organizational culture focused on results, trust, and work-life balance.
Target	Employees of the City of Turin
Responsible	Personnel Division
Output	-New agile working contracts activated -Activation of training courses for managers
Result indicators	- Percentage of agile working among the total population of the municipality; data broken down by gender - Number of managers and E.Q. who benefit from specific training
Timing	3 years
Link to the priorities of the EU 2030 Agenda	Goal 3: Good health and well-being Goal 5: Gender equality

1.4	Mobility and burnout prevention
Brief description of the action	Identification of the sectors and professions most exposed to the risk of work-related stress and burnout. Definition of a procedure to promote internal mobility, making it transparent and accessible, including through the creation of an Intracom page dedicated to 'open positions' and the publication of professional profiles with clearly defined skills, in order to improve the match between the needs of the Administration and the skills of staff. Reinstatement of the psychological help desk, with particular attention to supporting professionals most exposed to the risk of burnout and work-related stress.
Target	Employees of the City of Turin
Responsible	CUG, Equal Opportunities Service, Personnel Division, RSPP
Output	<ul style="list-style-type: none"> - Regulations and resolution for internal mobility - Intracom page dedicated to open positions and professional profiles - Reactivation of the psychological support service
Result indicators	Number of employees benefiting from internal mobility (percentage compared to the previous period) Number of employees using the psychological support service
Timing	3 years
Link to the priorities of the EU 2030 Agenda	Goal 3: Good health and well-being Goal 5: Gender equality

1.5	Zero-stress return
Brief description of the action	Definition and adoption of an internal procedure that provides for a gradual ("soft") and accompanied return-to-work program to facilitate the effective reintegration of staff after long periods of absence (leave, sabbaticals, or other reasons). Through a system of mentoring and mutual help, some employees devote part of their working time to supporting and assisting colleagues in the reintegration process, promoting a welcoming, collaborative organizational climate that is attentive to individual well-being.
Target	Employees of the City of Turin
Responsible	Personnel Division, Managers, E.Q.
Output	Adoption of an internal procedure or regulation for the management of accompanied return programs
Result indicators	Number of mutual help hours activated during a calendar year (FORM2) Average duration of support
Timing	1 year
Link to the priorities of the EU 2030 Agenda	Goal 3: Good health and well-being Goal 5: Gender equality

AREA 2 - GENDER BALANCE IN TOP POSITIONS AND DECISION-MAKING BODIES

2.1	Training for transformative leadership -
Brief description of the action	To ensure equal access to career paths and promote an inclusive organizational model, leadership needs to acquire specific skills in work-life balance, soft skills, gender mainstreaming, and goal-oriented work management. The action involves the creation of a training course for managers, highly qualified personnel, and staff in positions of responsibility, aimed at developing transformative leadership capable of promoting cultural and organizational change in a gender-equal manner.
Target	Managers, highly qualified personnel, staff in positions of responsibility
Responsible	Training department
Output	Specific training course on transformative leadership
Result indicators	Number of people trained Percentage of staff with positions of responsibility trained compared to the total
Timing	2 years
Link to the priorities of the EU 2030 Agenda	Goal 5: Gender equality Goal 10: Reduce inequalities

2.2	Fact-finding survey on factors enabling and hindering women's careers
Brief description of the action	Conducting an internal survey to understand the factors enabling and hindering women's access to positions of responsibility within the City of Turin. The action involves administering a survey and conducting qualitative interviews to collect data, experiences, and perceptions useful for identifying possible actions for improvement in the area of equal opportunities and professional development.
Target	All female staff of the City of Turin
Responsible	Personnel Division
Output	Conducting the survey and in-depth interviews
Result indicators	<ul style="list-style-type: none">- number of people reached by the survey- number of questionnaires collected- number of interviews conducted
Timing	3 years
Link to the priorities of the EU 2030 Agenda	Goal 5: Gender equality Goal 10: Reduce inequalities

2.3	Soft Skills
Brief description of the action	Assessment, monitoring, and certification of soft skills as a tool to promote equal career opportunities and participatory and inclusive leadership styles. The action involves: <ul style="list-style-type: none">- Amending Regulation No. 222 to include cross-cutting skills that promote participatory and inclusive styles among the criteria for staff assessment;- Training for assessment staff;- The introduction of a system for enhancing interpersonal and communication skills aimed at staff in positions of responsibility, starting with officials. This system allows for the formal recognition of employees' communication, collaboration, time management, empathy, and transformative leadership skills, promoting fairness and transparency in professional development paths.
Target	All City of Turin staff, EQ, managers, staff in positions of responsibility
Responsible	Training Department
Output	<ul style="list-style-type: none">- Amendment of Regulation No. 222- Launch of specific training courses on soft skills- Training on soft skills
Result indicators	<ul style="list-style-type: none">- Inclusion of soft skills in Regulation No. 222- Number of people trained
Timing	3 years
Link to the priorities of the EU 2030 Agenda	Goal 5 – Gender equality Goal 10 – Reduce inequalities

2.4	Evaluate to improve - 1-to-1 interviews
Brief description of the action	In-depth analysis of the continuous work evaluation process, aimed at promoting an organizational culture based on transparent communication, mutual listening, and professional growth. The action involves conducting periodic 1-to-1 interviews between managers and employees, skipping one level of hierarchy, to encourage direct and open discussion on topics such as feedback, personal well-being, and professional development. The goal is to gather qualitative information useful for improving organizational processes and internal relations. The results of the evaluations will be used to identify areas for improvement
Target	Employees of the City of Turin
Responsible	Personnel Division
Output	Standardized procedure for conducting interviews and collecting results
Result indicators	<ul style="list-style-type: none">- Number of interviews conducted- Areas for improvement identified
Timing	3 years
Link to the priorities of the EU 2030 Agenda	Goal 5 – Gender equality Goal 10 – Reduce inequalities

2.5	Evaluate to improve - bottom-up questionnaires
Brief description of the action	Implementation of a continuous work evaluation system aimed at promoting organizational well-being, strengthening transformative leadership skills, and professional growth. The action includes evaluation questionnaires for teams to gather feedback on High Qualifications (HQ).
Target	Employees of the City of Turin
Responsible	Personnel Division
Output	<ul style="list-style-type: none"> - questionnaires - improvement paths towards transformative leadership
Result indicators	<ul style="list-style-type: none"> - Number of questionnaires completed - Number of improvement paths initiated
Timing	3 years
Link to the priorities of the EU 2030 Agenda	Goal 5 – Gender equality Goal 10 – Reduce inequalities

AREA 3 - GENDER EQUALITY IN RECRUITMENT AND CAREER ADVANCEMENT

3.1	Communication campaign on access to careers: equality in a nutshell/to each their own helmet
Brief description of the action	Implementation of a multi-subject communication campaign aimed at promoting gender equality in careers and combating role stereotypes through the representation of women and men in non-traditional professional fields (e.g., women in technical sectors and construction sites, men in education and care sectors). The campaign aims to raise awareness among internal staff about freedom of career choice and the value of skills regardless of gender.
Target	Employees of the City of Turin
Responsible	Mayor’s Office; Communication and Promotion Service; CUG
Output	Communication campaign on equal access to careers
Result indicators	Number of employees reached by communication tools
Timing	2 years
Link to the priorities of the EU 2030 Agenda	Goal 5 – Gender equality Goal 10 – Reduce inequalities

3.2	Communication campaign on involved fatherhood
Brief description of the action	Implementation of an online and offline communication and awareness campaign aimed at promoting parental leave for men and enhancing the role of fathers in childcare and work-life balance. The campaign will have a dual function: <ul style="list-style-type: none"> - Cultural, through the dissemination of images and messages representing fathers involved in both family and professional life; - Informative, through the dissemination of clear and accessible content on how to take paternity leave and parental leave. The action will be accompanied by awareness-raising activities integrated into training courses aimed at the organization’s personnel offices, in order to promote an inclusive and equal organizational culture.
Target	Employees of the City of Turin
Responsible	Mayor's Office; Communication and Promotion Service; Equal Opportunities Service; Personnel Division
Output	Communication campaign on involved fatherhood
Result indicators	Number of employees reached by communication tools Number of participants in dedicated awareness-raising/training sessions Percentage increase in paternity leave compared to the previous period
Timing	3 years
Link to the priorities of the EU 2030 Agenda	Goal 5 – Gender equality Goal 10 – Reduce inequalities

3.3	Gender certification of the City of Turin
Brief description of the action	Start of the process to obtain gender certification according to the UNI ISO 53800 standard, which promotes more inclusive and equal work environments. The certification aims to promote gender equality and female empowerment in organizations by providing practical guidelines—not rigid rules—for analyzing the internal situation, identifying areas for improvement, and implementing concrete actions to support equality. The goal is to enhance existing equity and well-being policies and consolidate a sustainable and inclusive organizational model.
Target	Employees
Responsible	General Management; Personnel Division; Quality Management System, Equal Opportunities Service
Output	Start of certification process
Result indicators	Assessment by the certifying agency
Timing	3 years
Link to the priorities of the EU 2030 Agenda	Goal 5 – Gender equality Goal 10 – Reduce inequalities

AREA 4 - FIGHTING GENDER-BASED VIOLENCE, INCLUDING SEXUAL HARASSMENT

4.1	Communication campaign on gender-based violence
Brief description of the action	Implementation of a communication campaign aimed at raising awareness among City of Turin employees on the issue of gender-based violence, promoting awareness, information, and shared responsibility in preventing and combating the phenomenon, including through the dissemination of basic knowledge about the organization's anti-violence services
Target	Employees of the City of Turin
Responsible	Communication and Promotion Service; CCVD; Equal Opportunities Service; CAV; Trusted Advisor
Output	Communication campaign
Result indicators	Number of employees reached by communication tools
Timing	2 years
Link to the priorities of the EU 2030 Agenda	Goal 3: Good health and well-being Goal 5: Gender equality Goal 10: Reduced inequalities

4.2	Continuing training on gender-based violence and the code of ethics
Brief description of the action	In order to build a community that is aware and capable of identifying incidents of gender-based violence and harassment, specific training packages will be developed on various aspects: <ul style="list-style-type: none">- The services and help desks of the City of Turin: how to use them, how to contact them, what they do- The contents of the City of Turin's Code of Ethics- Relevant laws and regulations- Systems for preventing gender-based violence The training packages will be structured in different ways: short online courses of 3-4 hours for general information, in-person in-depth modules, short seminars, and self-assessment questionnaires.
Target	City of Turin employees, including managers
Responsible	CUG, Equal Opportunities Service, CCVD, Training Service
Output	Training courses
Result indicators	<ul style="list-style-type: none">- Number of courses activated- Number of employees completing the training packages
Timing	3 years
Link to the priorities of the EU 2030 Agenda	Goal 3 – Good health and well-being Goal 5 – Gender equality Goal 10 – Reduced inequalities Goal 16 – Peace, justice, and strong institutions

4.3	Newsletter “Anti-violence rights & services”
Brief description of the action	<p>Every six months, City of Turin employees receive a short newsletter organized into “thematic sections,” which draw on:</p> <ul style="list-style-type: none"> - Existing training packages - Information on help desks and services - News of general interest (related to gender-based violence) about the City and the Authority - Events and new training courses - Regulations and laws - Miscellaneous
Target	Employees of the City of Turin
Responsible	CUG, Equal Opportunities Service, Communication and Promotion Service
Output	Newsletter
Result indicators	Number of newsletters per year
Timing	1 year
Link to the priorities of the EU 2030 Agenda	<p>Goal 3 – Good health and well-being</p> <p>Goal 5 – Gender equality</p>

4.4	Questionnaire on gender-based violence
Brief description of the action	<p>Administration of anonymous questionnaires on an annual basis to monitor violence and harassment, their perception within the organization, and the level of awareness among City of Turin staff. The data collected will make it possible to identify critical issues, guide prevention actions, and evaluate the effectiveness of the initiatives undertaken.</p>
Target	Employees of the City of Turin, including managers
Responsible	CUG, Equal Opportunities Service, Personnel Division
Output	Questionnaire
Result indicators	<ul style="list-style-type: none"> - Number of questionnaires administered - Number of respondents
Timing	3 years
Link to the priorities of the EU 2030 Agenda	<p>Goal 3: Good health and well-being</p> <p>Goal 5: Gender equality</p> <p>Goal 10: Reduced inequalities</p>

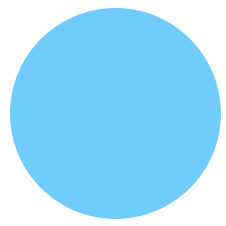
AREA 5 - CROOS-AREA ACTIONS

5.1	Ambassador Network
Brief description of the action	<p>Establishment and regular meetings of a network of ambassadors for gender equality, one delegate for each department/service, with the task of providing information and disseminating the GEP.</p>
Target	One employee for each department/service
Responsible	Equal Opportunities Service
Output	Establishment of the network
Result indicators	<ul style="list-style-type: none"> - Number of ambassadors appointed - Number of network meeting
Timing	1 year
Link to the priorities of the EU 2030 Agenda	<p>Goal 3 – Good health and well-being</p> <p>Goal 5 – Gender equality</p>

5.2	Disaggregated data collection and introduction of the Gender Budget of the Municipality of Turin
Brief description of the action	Collection of data disaggregated by gender and development of an integrated working methodology, in collaboration with the Equal Opportunities Service, the Budget Service, and various departments, to assess the impact of municipal spending and programs on gender equality.
Target	Direct: Managers, officials, and staff of the Financial Services, Equal Opportunities Service, and Statistics and Strategic Planning Office. Indirect: All municipal employees, administrative structures, and citizens
Responsible	CUG, Equal Opportunities Service
Output	Database; biennial reports; working methodology
Result indicators	Databases disaggregated by gender Gender budget published
Timing	2 years
Link to the priorities of the EU 2030 Agenda	Goal 3: Good health and well-being Goal 5: Gender equality Goal 10: Reduced inequalities Goal 16: Peace, justice, and strong institutions

5.3	Establishment of a Gender Data Analyst
Brief description of the action	Identification of a resource/work team tasked with creating, managing, and maintaining a database for the collection, analysis, and monitoring of gender data, including for the purpose of preparing the entity's Gender Report. This figure will play a strategic role in ensuring a systematic and integrated reading of data to guide equal opportunity policies and promote gender equality in different organizational areas.
Target	Managers, officials, and staff of the various services involved in data collection, management, and analysis; statistical, human resources, and planning offices.
Responsible	CUG, Equal Opportunities Service
Output	Role assigned
Result indicators	Establishment of a Gender Data Analyst (one employee or a work team)
Timing	2 years
Link to the priorities of the EU 2030 Agenda	Goal 3: Good health and well-being Goal 5: Gender equality Goal 10: Reduced inequalities Goal 16: Peace, justice, and strong institutions

5.4	Update of the guidelines on inclusive language
Brief description of the action	Update and revision of existing guidelines for the use of inclusive and diversity-friendly language within the municipal administration.
Target	All employees of the City of Turin, with particular attention to those involved in institutional communication, document drafting, and public relations (managers, officials, and administrative staff
Responsible	Equal Opportunities Service and CUG
Output	Updated guidelines
Result indicators	Existence of updated guidelines
Timing	1 year
Link to the priorities of the EU 2030 Agenda	Goal 3: Good health and well-being Goal 5: Gender equality



SECTION 4:

Implementation framework

4.1 Framework for delivery

The City of Turin has started setting up an Interdepartmental Working Group called "Rights and Anti-Discrimination." Its goal is to develop a coordinated approach to organizing and managing policies and initiatives that prevent and combat discrimination based on gender, gender identity, sexual orientation, disability, ethnic or national origin, religion or personal beliefs, and age.

This Working Group will include smaller teams composed of representatives from various Departments, Divisions, and Services, selected according to their specific areas of expertise. This structure will ensure that planned actions are well-integrated and effectively address the needs of the community.

The team focusing on **gender-related issues**, will include individuals involved in the **ULG and the pilot project** recognized as having the appropriate expertise to be part of the Table.

ULG, 29th September 2025



4.2 Risk
assessment

Risk	Type	Description	Potential Impact	Mitigation Measures
Lack of cross-departmental cooperation	Organizational	Resistance or limited engagement from different municipal departments may hinder the GEP implementation	Delay or fragmentation in GEP development and execution.	Early involvement of departments; establish interdepartmental working groups; promote shared ownership of the process.
Limited awareness and cultural resistance	Cultural / Institutional	Gender equality may be perceived as a marginal issue, not relevant to all policy areas.	Lack of support, reduced effectiveness of mainstreaming.	Conduct awareness campaigns; offer targeted training sessions; engage leadership in promoting the initiative.
Insufficient data availability	Technical / Operational	Lack of gender-disaggregated data may prevent accurate assessment of gender inequalities.	Difficulty in setting baselines, tracking progress, and designing evidence-based actions.	Develop a data collection framework; train staff on gender-sensitive data analysis; collaborate with academic institutions or statistics offices.
Limited resources (financial and human)-dispersed responsibility	Financial / Operational	The GEP may be underfunded or lack skilled personnel to implement key actions.	Incomplete implementation; risk of project discontinuation.	Secure political and financial commitment; include GEP actions in municipal strategic planning; explore external funding opportunities; clearly identify the person(s) responsible with a formal commitment.
Lack of measurable outcomes	Strategic	Vague goals or insufficient monitoring may weaken accountability.	Ineffective evaluation and improvement of gender equality strategies.	Define clear, measurable indicators and integrate monitoring into the municipality's performance system.

4.3 Communication and dissemination

Communication tactics have played a key role in building networks, engaging stakeholders, and enhancing the project's visibility, disseminating results and impact. We have designed communication to share knowledge, raise awareness about gender imbalances in public bodies, spark debate around gender dimensions within the administration, and build capacity for a gender mainstream.

Priority audiences include:

1. **Internal stakeholders** – individuals and groups directly influencing GEP implementation (e.g., municipality leadership, HR, staff, and local politicians).
2. **External stakeholders** – other municipalities, local and national organisations and associations, research centres, and generally anyone involved in gender policies.

Dissemination efforts were targeted to two levels:

- **Organisational** – engaging stakeholders within the organisation.
- **National** – raising awareness and acceptance to indirectly support GEPs.

Communication Tools in the Project Development

Throughout the development of the project, two primary communication tools were utilized to ensure effective engagement and dissemination of information.

1. **Internal Communication:** A constant and dynamic internal communication was maintained between the ULG participants and the local municipal management. This facilitated a continuous exchange of ideas, updates, and feedback, ensuring that all parties were actively involved and committed to the project. By keeping these key stakeholders engaged, we were able to create a sense of shared responsibility, maximizing both their involvement and their ownership of the project.
2. **External Communication:** For outreach and visibility, a dedicated LinkedIn page was used to promote the municipality's European projects. This platform served as a central hub to share project initiatives, results, meetings, and moments of exchange. It allowed us to effectively reach a wider audience, including other potential stakeholders, collaborators, and interested parties, while highlighting the ongoing progress and success stories. In addition, the project was promoted at various events dedicated to this topic. These included the Official Turin Conference on 8 March and the European Project Festival in Ferrara.

The synergy between these two communication strategies significantly enhanced the project's impact. Internal communication ensured a solid foundation of collaboration and engagement, while external communication provided a channel for broader visibility and stakeholder involvement. Together, they created a comprehensive and coherent narrative, reinforcing the project's goals and fostering a more inclusive and dynamic development process.

The FEMACT project also has an impact on the social and educational environment of the city. A workshop was organised in a high school in Turin on "Gender equality: the fight against stereotypes", focusing on gender-based violence, with particular attention to hate speech on the Internet.

Through the workshops, it was possible to raise awareness among the students and involve them in an initiative aimed at changing the widespread mentality that still leads to discrimination and inequalities.

The school is a place of primary importance in the formation of the gender identity and personality of boys and girls: equality, equal opportunities, valorisation of differences are transversal and represent a fundamental stage in the formation of citizens and respectful and aware citizens, both in the social, family and private contexts.

It is important to improve understanding of cultural and social prejudices and stereotypes and to encourage reflection on how they can limit life plans, expected roles, future schooling and adult careers.

4.4 The Road ahead...

Thanks to the FEMACT project, the long journey we have undertaken over the past two years has greatly transformed our idea of the Turin of the future.

The added value of the municipality's participation in the FEMACT project lies in the opportunity to share knowledge and best practices with other cities, strengthen local policies through international collaboration, and gain access to innovative methodologies and resources. This involvement helps the municipality promote more effective and inclusive gender equality strategies, enhances its visibility on the European stage, and fosters a stronger commitment to creating a fairer and more equitable community for all residents.

We hope that implementing a Gender Equality Plan (GEP) within the municipality's administration will lead to significant organisational and cultural transformations. Set within the wider context of European Union policy — particularly the EU Gender Equality Strategy 2020–2025 and the Council of Europe's Gender Equality Strategy — the GEP tackles structural barriers to equality in the workplace. It also aligns with the EU's commitment to integrating gender perspectives into all areas of governance, as set out in the Treaty on the Functioning of the European Union (Article 8).

Designed in line with the European Commission's recommendations for public sector institutions, the GEP targets municipal employees through actions aimed at promoting equal career opportunities, preventing discrimination, and ensuring inclusive and transparent human resource practices. Recruitment, promotion, and evaluation processes will be analysed to eliminate gender bias, while mandatory gender competence training will be integrated into professional development pathways.

Policies promoting work-life balance will also be considered and promoted, including flexible working conditions, equal access to parental leave and recognition of caregiving responsibilities for all genders. In line with EU standards on monitoring and evaluation, gender-disaggregated data collection allows for evidence-based adjustments and ongoing accountability.

The GEP also will contribute to a path of transformation for enhancing women's participation in decision-making roles, in line with the EU Action Plan on Gender Equality and Women's Empowerment, through mentorship, leadership development, and institutional support for career progression. Gender-sensitive communication and inclusive language policies further contribute to shifting organizational culture, as recommended by the European Institute for Gender Equality (EIGE).

We hope that Torino's experience will help other local governments in catalysing structural changes translated into local administrative practices accordingly with EU-level gender equality frameworks.

We also trust that the cultural shift initiated by the implementation of the Gender Equality Plan within the City Administration will become a structural and long-lasting process, capable of systematically shaping institutional practices and operational methods at all levels.

This transformation is envisioned to extend beyond the boundaries of the institution itself, generating a positive impact on the entire urban community. In this regard, the dissemination of a culture of gender equality—fostered also by the demands and participation of active citizens—may facilitate the effective integration of the gender mainstreaming principle into all areas of public action: from policies to regulations, from initiatives to events, and into the everyday life of the city.

City of Turin's ULG

